

# FINANCIAL TIMES



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World Business Newspaper

FRIDAY JULY 12 1996

## European Court ruling threatens public TV deals

The European Broadcasting Union, the club of public service broadcasters such as the BBC, may appeal against a European Court ruling that cast doubt on its right to buy exclusive broadcasting rights. The court annulled a European Commission decision in 1992 to give the EBU a five-year exemption to the EU's competition rules, raising uncertainty over the future of long-term multi-billion dollar deals to screen leading sports events such as the Olympic Games. Page 12 and Lex

**Gazprom to offer 9% internationally:** Russian energy company Gazprom, which has hydrocarbon reserves greater than Shell and Exxon combined, plans to offer up to 9 per cent of its shares internationally. Western investment bankers value the gas group at anything between \$30bn and \$200bn. Page 13

**Doctors set to test Aids 'cure':** US doctors may be ready by October to test whether a powerful "triple combination" of drugs can eliminate HIV, the virus that causes Aids, after research showing that the therapies have cut the virus by more than 99 per cent. Page 12; Roche seeks Aids drugs go-ahead, Page 15

**Deutsche Babcock:** The German engineering conglomerate, has won agreement from creditor banks for an additional DM500m (\$335m) in funds and is planning to sell its stake in engineering company Schumag, its most profitable business. Page 13

**Lloyd's of London** has reached a deal over legal action brought by US state securities regulators which may remove the biggest obstacle facing its recovery plan. The agreement requires Lloyd's to find up to \$40m (\$32.4m) extra to help US Names. Page 8

**Swiss Telecom in Malaysia deal:** Switzerland's national telecoms operator Swiss Telecom signed a deal to take a 30 per cent stake in Malaysian operator Mutiara Telecom at a cost of M\$710m (US\$285m). Page 14

**Mubarak move to improve Turkey ties:** Egypt's president Hosni Mubarak, softened recent criticisms of Turkey during a one-day visit to Ankara to meet Islamist premier Necmettin Erbakan. Page 6

**French, German exchanges discuss link:** The French and German derivatives exchanges are discussing the development of a common clearing system, after abandoning more wide-ranging co-operation plans earlier this year. Page 15

**Norway accuses Burma of torture:** Norway said it had evidence the honorary consul in Burma, Leo Nichols, was tortured before he died in a Rangoon prison last month. Diplomats say Nichols was jailed because of his links with opposition leader Aung San Suu Kyi. Page 7; Western companies encounter protesters, Page 5

**Taiwan repeats call for China talks:** Taiwan president Lee Teng-hui repeated a call for a summit with rival China's Jiang Zemin, but Beijing responded coolly to the island's latest bid to break a year-old political deadlock. During an address to Taiwan's National Assembly, Mr Lee (left) renewed his offer of a leaders' meeting in an effort to break a year-long freeze in relations. Page 7

**UN tribunal issues Karadzic warrant:** The UN criminal tribunal for former Yugoslavia in The Hague issued international arrest warrants against Bosnian Serb leader Radovan Karadzic and his military commander Ratko Mladic on charges of genocide and war crimes, reinforcing existing local warrants. Page 2

**French post office aid setback:** The European Court of Justice ruled that the French government may have provided illegal subsidies to the post office's express mail arm. Page 3

**Moscow bomb as Chechen violence rises:** A senior Russian commander was killed by a landmine in Chechnya as a wave of violence swept across the rebel region, while in Moscow a bomb exploded on a city trolleybus in what authorities called a "terrorist" attack. Page 2

**Sudan refuses food aid drop:** The UN said at least 500,000 people were starving in the rebel-held southern part of Sudan, and a further 200,000 people were also at risk, because the Khartoum government refuses to permit food drops in the area. Page 1

**French post office aid setback:** The European Court of Justice ruled that the French government may have provided illegal subsidies to the post office's express mail arm. Page 3

**France 10 yr Gilt:** 10.65% (105.04) France 10 yr Gilt: 10.65% (105.04) Germany 10 yr Gilt: 9.78% (107.52) Japan 10 yr JGB: 9.72% (107.51)

**US LUNCHTIME RATES**

**US OTHER RATES**

**US NORTH SEA OIL (Barrels)**

**STOCK MARKET INDICES**

**EUROPEAN MARKET INDICES**

**US GOLD**

**US DOLLAR**

**US STERLING**

**DM/STERLING**

**DM/US DOLLAR**

**DM/US LUNCHTIME RATES**

**DM/US OTHER RATES**

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# French bank clampdown targets Crédit Agricole

By Andrew Jack in Paris

The French government is considering withdrawing an important privilege from Crédit Agricole, one of the country's largest banks, in the latest indication that it plans to clamp down on competitive distortions in the troubled financial sector.

The privilege is the bank's special rights to operate *dépôts des notaires* - accounts which hold large sums deposited by notaries, the legal specialists who oversee all property transactions in the country. They deposit clients' payments in the accounts until the deals are completed.

Crédit Agricole - a mutual institution - last year held FF1.7bn (\$3.8bn) in such accounts, on which it is obliged to pay just 1 per cent in interest while earning higher returns by reinvesting the money.

The state-owned Caisse des Dépôts and the Post Office also have the right to operate the accounts in larger urban areas, but the private sector banks

have always been excluded. Treasury officials have written to Crédit Agricole renewing its right to operate *dépôts des notaires*. But they are believed to have warned that it might not be extended again when it comes up for renewal again in three years.

Crédit Agricole says the

reduces their own ability to attract new clients. Separately yesterday, the French Banking Association (AFB), which represents France's private sector banks, increased pressure for reform of the system governing another near-monopoly, the control of the Livret A savings

with 1.2-1.5 per cent by the existing institutions. The moves come at a time of growing debate within the French government about reforms to the domestic banking sector, which has suffered from declining income, huge provisions and low profitability over the last few years.

Mr Jean-Claude Trichet, governor of the Bank of France, this week called on the government to end a number of competitive distortions and encourage a shake-out in the sector.

Private sector banks have become increasingly vocal in their attacks on competitive distortions, notably the existence of privileges granted to mutual banks and state-owned financial institutions with no incentive to generate profits.

Competitive banks claim the subsidies are normally already made by Crédit Agricole, and are therefore a competitive distortion.

They also argue that the privilege to Crédit Agricole

product. The Livret A offers a fixed rate of interest tax-free, and the money is passed on to the state to finance housing for those on low incomes. It can only be distributed by the French post office and the Caisse d'Épargne savings bank, with a variant available through Crédit Mutuel, a mutual banking group.

The AFB said its members would offer to operate the Livret A, charging the government 1 per cent commission on the money collected, compared

with 1.2-1.5 per cent by the existing institutions. The moves come at a time of growing debate within the French government about reforms to the domestic banking sector, which has suffered from declining income, huge provisions and low profitability over the last few years.

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## Private sector banks have become increasingly vocal in their attacks on competitive distortions

By David Owen in Paris

The French post office suffered a new setback yesterday when the European Court of Justice ruled that the government may have provided illegal subsidies to its express mail arm.

The court also said that that some of the things express delivery groups had characterised as state aid - such as logistical support from personnel, vehicles and buildings - were indeed state aid.

Chronopost said yesterday's ruling constituted only a theoretical response to questions of law and it had "nothing to fear". It said the matter was in the hands of its lawyers. The post office said it had no official reaction.

The ruling said logistical support could be considered state aid if the post office charged less for the services than it would under "normal market conditions". In that

case, the French government should have cleared the aid with the European Commission. Since that was not done, the French court could order Chronopost to repay the post office.

The European Court rejected the defendants' argument that the national court had no jurisdiction since the Commission had not yet ruled on whether the arrangement was legal. The Commission rejected SFEI's original complaint against Chronopost in 1994 but reopened its inquiry last February.

The justices said national courts had a duty to safeguard the rights of individuals in cases where governments granted aid without permission.

SFEI brought the complaint along with five of its members: DHL International, Service Crie-LFAL, May Courier Inter-

national, Federal Express and Express Transport Communications.

The post office has also been under fire in recent months over its financial services activities.

Commercial banks have attacked what they consider the unfair competitive advantage enjoyed by institutions that are not required to provide a return on equity to their "shareholders". Mr Jean-Claude Trichet, governor of the Bank of France, said this week that the financial activities of the post office posed "a very serious problem".

The organisation's revenues from financial services rose by 7 per cent last year to FF1.2bn. But this did not prevent a loss for the year of FF1.2bn, in the face of growing competition and falling demand for its postal services.

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The figures prompted warnings from some economists of deflation due to the depressed state of domestic demand.

But Mr Erik Asmholt, finance minister, dismissed the fall in prices to temporary factors, including a reduction in car excise duty

and lower petrol prices. The figures illustrated Sweden's commitment to low inflation, he said.

Sweden has long tended to sacrifice inflation targets in favour of expansive employment programmes. It now has

one of the lowest inflation

rates in the European Union, but is grappling with unemployment nearing 13 per cent. The Riksbank has trimmed its key repurchase interest rate 14 times since January, reducing it from 8.91 per cent in January to 5.9 per cent.

However, the anaemic state of the internal economy - where private consumption is flat - has led some sections of industry to demand more adventurous cuts.

Mr Claes Berg, Riksbank chief economist, said interest rate policy was dictated by the inflation outlook one to two years hence. Yesterday's figures had not affected the bank's forecast that inflation would be around 2 per cent in 1996 and 1997, he said.

Mr Robert Prior-Wandesforde, European economist at HSBC James Capel Investment Bank in London, said deflation was a real danger as the interest rate reductions.

national economy had been sapped by the Social Democratic administration's austerity measures, aimed at reining in the budget deficit and bringing Sweden inside the Euro convergence criteria.

"We have almost reached the stage where any further cuts would be counter-productive," he said. "The Riksbank now needs to set interest rates at German levels to get a reasonable internally generated recovery going." This would mean reducing the repo rate to 3.3 per cent. However, other analysts were confident the Swedish economy was poised to grow again.

One of Sweden's leading banks, Skandinaviska Enskilda Banken, predicted private consumption growth would recover to 1.5 per cent by year-end and urged the Riksbank to maintain a "steady pace" of interest rate reductions.

## Post office aid ruled illegal

By David Owen in Paris

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national, Federal Express and Express Transport Communications.

By Peter Wise in Lisbon

Securing a place among the first group of countries to adopt a single European currency is vital to Portugal today as joining the European Community was a decade ago. Mr António Guterres, the prime minister, said yesterday.

Opening a parliamentary debate on the state of the nation, Mr Guterres warned that the countries excluded from the first phase of European monetary union would be left on the periphery of decision-making in an expanded European Union.

"We want Portugal at the political centre of Europe where the decisions are made, not out on the edge where they have to be obeyed," he said in a speech that also marked the minority Socialist government's first eight months in office.

In patriotic tones, he called for a national effort to ensure Portugal's participation in Euro. This would help Portugal regain the international influence the country enjoyed in the 15th and 16th centuries when its navigators discovered



sea routes to Africa, India and Asia. Mr Guterres said the single currency was more a political issue for Portugal.

Both forecast that Portugal would save Es200bn (\$1.27bn) a year in terms of public accounting alone if it became

part of the Euro group. He also advanced figures to back his conviction that Portugal is nearer to meeting the Euro convergence criteria than any other southern European country. The budget deficit would fall below 4.2 per cent of gross domestic product in 1996, down

## Swedes defend interest rate policy

By Greg McInerney in Stockholm

Sweden's Riksbank (central bank) indicated yesterday it remained committed to its step-by-step approach to lowering interest rates, despite pressure for bolder cuts following an unprecedented fall in net consumer prices in June.

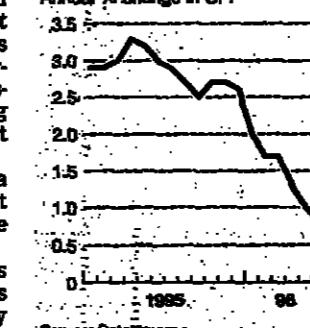
Official statistics showed a decline in annual inflation last month to 0.6 per cent - the lowest rate for 37 years.

Net prices (consumer prices minus the net of indirect taxes and subsidies) actually dropped for the first time, by 0.4 per cent.

The figures prompted warnings from some economists of deflation due to the depressed state of domestic demand.

But Mr Erik Asmholt, finance minister, dismissed the fall in prices to temporary factors, including a reduction in car excise duty

### Swedish inflation



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## NEWS: THE AMERICAS

# EU may strike back at US over Cuba act

By Guy de Jonquieres, David Wighton and Stephen Fidler

European Union foreign and trade ministers are due next week to consider possible retaliation against controversial US legislation aimed at penalising foreign investors in Cuba.

The legislation, rushed into law to punish Cuba for shooting down two US light aircraft in February, has hurt relations between the US and its main trading partners.

At scheduled meetings of the council of ministers in Brussels on Monday and Tuesday ministers will consider a range of responses to the Helms-Burton act, named after its congressional sponsors.

The US sent warning letters this week to nine executives and directors of Sherritt International, a Canadian mining company, saying that they and their families would be barred from the US under Helms-Burton unless the company took steps to disinvest in Cuba.

Sherritt's directors include Sir Patrick Sheehey, the former chairman of BAT Industries of the UK, and Mr Rupert Pennant-Rea, former deputy governor of the Bank of England.

The ministerial meetings in Brussels will coincide with an

expected decision by President Bill Clinton on whether to suspend a separate part of the legislation authorising private US court actions to claim damages against foreign companies and others "trafficking" in confiscated assets in Cuba.

Mr Ian Lang, the UK trade secretary, yesterday said Britain was under growing pressure to retaliate against US companies unless the so-called Title III provision was suspended.

Mr Lang told the American Chamber of Commerce in London that the strong investment relationship between the US and the UK had been marred by the legislation and by prospective laws penalising non-US companies investing in Iran and Libya.

Banning Mr Pennant-Rea and Sir Patrick from the US could do nothing to promote democracy in Cuba.

Mr Clinton should rescind "this senseless measure".

The ministers' options are

expected to include adoption by the EU or individual members of a "blocking statute", entitling European companies affected by Helms-Burton to countersue subsidiaries of US companies in European courts.

Britain, Italy and the Netherlands already have national

blocking statutes. Officials said similar EU legislation could be put in place quickly if approved by ministers from all 15 member states.

Officials say the EU could legally impose trade sanctions in areas not explicitly covered by the World Trade Organisation's Most Favoured Nation principle, which prohibits members from discriminating between trade partners. Such areas include aviation, maritime transport and telecommunications services.

Scope for wider trade retaliation would depend on if the EU was prepared to take measures which violated WTO rules - a question on which no clear consensus has yet emerged.

The mildest EU response would be to bring a formal complaint against the US in the WTO and to protest that the legislation violates OECD agreements.

Mr Arthur Eggleton, Canada's international trade minister, said he would request that a dispute settlement panel under the North American Free Trade Agreement try to stop application of the law. He said Canada would wait until Mr Clinton had decided whether to waive Title III.

Editorial Comment, Page 11

## Samper's US visa revoked

By Jurek Martin in Washington

The US government has revoked the visa of Colombian presidential candidate Ernesto Samper because of alleged links to the Cali drug cartel, an administration official said yesterday. AP reports from Washington.

A formal announcement was expected later in the day.

The Clinton administration has long held that Mr Samper received money from the cartel for his 1994 presidential campaign.

Officials were dismissive of a Colombian parliament decision to exonerate him of charges he is linked to the drug traffickers.

The US has complained for months about an alleged lack of co-operation by Colombia in combating drug traffickers. Colombia is the source for a big part of cocaine consumed in the US.

Colombia recently turned down a US request for extradition of four leading figures in the Cali drug cartel.

On Tuesday, however, Colombian authorities moved against two of the four, Gilberto and Miguel Rodriguez Orejuela, who are in jail, seizing more than 110 properties belonging to them.

The US government has tried to isolate Mr Samper while maintaining good relations with Colombian law enforcement officers committed to cracking down on drugs.

■ AP-Dow Jones adds from Bogota: The Colombian government has altered its foreign investment code to try to cut red tape and make the country more attractive to foreign investors, an official announced on Wednesday.

Mr Arturo Garcia, subdirector of the National Planning Department, said the changes would take effect as soon as the government reviewed the legal language and published the decree, which should take place by next week.

The new rules loosen curbs on foreign investment in property, which was previously restricted because of the common practice of using it to launder drug money. The new code, for example, will allow foreigners to invest in time-share vacation homes.

Reform Party founder says he is man for the moment

## Perot puts paid to pretenders



Lamm (left) puts on a brave face as Perot moves in

pageant chest stands at \$6,000 and the Federal Election Commission has not yet determined if the party would get even a cent in federal assistance if the former governor carries its banner in November.

Out in California, Mr Lamm put a brave face on the Perot intervention. "If I could get the nomination in this party he's created... obviously that's the best scenario, because you start off with a certain David and Goliath quality," he said.

But Mr Lamm will need more than a slingshot to over-

Perot insisted the timing was not intended as a slight, or counter-attraction, to the Republican event but was simply dictated by the electoral calendar.

Nevertheless, in New York yesterday, Mr Bob Dole, the all-but-certain Republican nominee, was not enthusiastic about a Perot candidacy. "I would hope he wouldn't run," he told a radio talk show. "I hope it's going to be sort of a two-person race."

He took some consolation in polls showing Mr Perot now drawing more heavily among Democrats than Republicans. Mr Mike McCurry, the White House press spokesman, said President Bill Clinton thought Mr Perot's entry would "enliven" the race and force a discussion of issues which the Republicans were "ignoring".

The Reform Party is currently on the presidential ballot in 21 of the 50 states and Mr Perot was confident it would be represented everywhere, as he was as an independent four years ago.

Most polls now give him 10-15 per cent, a fall-off from 1992 but large enough to make a difference in some important states. Though Mr Perot does not appear to be moved by the sort of personal animus towards Mr Dole that he showed against President George Bush, his presence in the race probably makes it harder for the Republican nominee to overcome his present deficit behind Mr Clinton.

## Castro warns Olympians over invitations to defect

By Pascal Fletcher in Havana

Cuba's athletes will need more than sporting skills for this year's Olympic games, opening next week in Atlanta, according to President Fidel Castro. They will also need "muscles of the soul" to resist financial offers and invitations to defect while in the US, he warned.

Mr Castro, incensed by the recent defection to the US of two Cuban Olympic boxers and a star baseball pitcher, harangued the island's more than 150 Olympic team members for half an hour in a ceremony on Wednesday night on the evils of treachery.

Behind the Cuban leader's wrath is the defection over the last two weeks of three Cuban athletes, all potential medalists in Atlanta. At the end of June, reigning Olympic ban-

tomweight boxing champion Joel Casamayor and former light heavyweight world champion Ramon Garay disappeared from their pre-Atlanta training camp in Guadalajara, Mexico, and later surfaced as defectors in the US.

This week the island's Olympic hopes received an even bigger blow when the Cuban baseball team's star pitcher, Rolando Arrojo, deserted from the team's hotel in Georgia.

Mr Castro, a keen sports fan, said these athletes had been "bought" by million-dollar offers from the US. "They know they can't beat us any other way," he said.

History would never forgive them if they betrayed their homeland by deserting, he said. The athletes, all presented with a national flag, listened in stony-faced silence.

"Moral medals are more important than gold medals,"

Mr Castro said. They were a "delegation of patriots" traveling to compete in the "heart of the monster, the empire" - his usual term for Cuba's ideological arch-enemy, the US.

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Behind the Cuban leader's

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last two weeks of three Cuban

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Joel Casamayor and former

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This week the island's Olympic

hopes received an even bigger

blow when the Cuban baseball

team's star pitcher, Rolando

Arrojo, deserted from the

team's hotel in Georgia.

Mr Castro, a keen sports fan,

said these athletes had been

"bought" by million-dollar

offers from the US. "They

know they can't beat us any

other way," he said.

History would never forgive

them if they betrayed their

homeland by deserting, he

said. The athletes, all presented

with a national flag, listened

in stony-faced silence.

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■ Decline in west ■ S Korean car groups boom ■ India to become major player ■ Big opportunities in China

## Carmakers look beyond established markets

Established motor vehicle markets such as western Europe, the US and Japan, are likely to decline further as the industry looks to new expanding markets such as South Korea, India and China, according to a clutch of reports published this week.

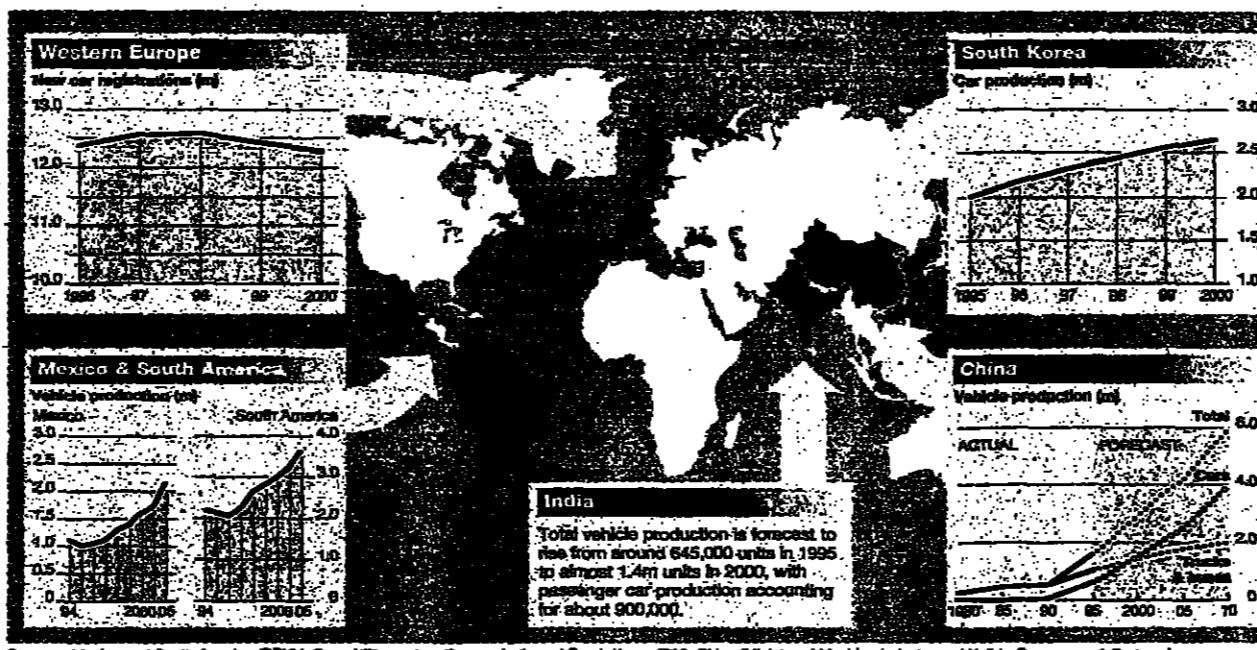
According to an Economist Intelligence Unit report, new car registrations will fall to 12.26m in 2000 from an estimated 12.37m this year as consumer spending stays depressed. Even new types of vehicles, such as urban minicars and new "people carriers" now under development will not lift sales, the report argues.

Rather than stimulating demand, greater choice will only result in changed buying patterns, with consumers switching to smaller vehicles. That will lead to even tougher competition and more pressure on manufacturers' profits as more resources are devoted to marketing and advertising.

Greater output and competition will put up prices under pressure, exacerbating the poor profitability of many European volume carmakers.

Almost all new entrants will be from Asia. South Korean car companies, already with booming sales, are expected to reinforce their position. In the longer term, the report expects additional low-cost manufacturers from India and, later, China and other parts of south-east Asia, to target Europe.

The upbeat outlook for brands such as Hyundai and



Sources: Mexico and South America (DRI/McGraw-Hill); western Europe, India and South Korea (EU); China (Ministry of Machine Industry and Krupp, Gormezano & Partners).

Daewoo concurs with a separate report on the future of the south Korean motor industry.

This predicts sharply rising output of cars and commercial vehicles in the next five years as new capacity comes on stream and manufacturers push into new markets.

Although the bulk of the rise in production is forecast in cars, which are expected to reach almost 2.7m units by 2009 from 2m last year, South Korea's output of commercial vehicles is also forecast to rise

much more sharply, from about 700,000 units by 2000 against 524,000 last year.

The report sees scope for growth in South Korea, despite local fears that the market is close to saturation. New domestic registrations are predicted to reach 1.83m units by 2000 from 1.56m last year.

Although more imported cars will be sold, their market share will remain marginal.

The growing gap between South Korean manufacturers' domestic sales and output will

be bridged by higher exports.

Although direct exports to neighbouring Asian countries will be a central focus for South Korea's carmakers, the report also predicts a sharp rise in the number of vehicles they will be building abroad.

Production by South Korean manufacturers will be a big factor in the expected surge in vehicle output in India, according to a further report. It predicts production capacity of cars will increase more than fivefold to 1.8m units by 2000.

By then, the number of carmakers in India will have soared to 16, against four four months ago. If commercial vehicle builders are included, the total will amount to 24 by 2000 compared with 10 today.

The newcomers will help to

boost capacity to more than 2.5m units from 750,000 in 1995.

The report recognises that

exports will also have to rise if all the manufacturers are to

find buyers for their planned output. Several commercial

vehicle manufacturers are

already trying to boost exports, mainly to Europe, Africa and the Middle East.

But in spite of the risk of overcrowding in the Indian vehicle market, the report predicts exports will not exceed 10 per cent of overall output by 2000, with some car and truck makers limiting their foreign sales efforts to India's immediate neighbours.

**Boosting domestic demand,** as in India, will be one of the driving forces of the motor industry in China, according to a fourth report. The introduction of the socialist market economy in 1993 and promulgation two years later of plans to restructuring motor industry policy has opened immense opportunities for foreign companies.

Although Chinese statistics are often confusing, the report says car output could rise to 1.5m units by 2000 and 4m by 2010 from less than 600,000 units last year. It forecasts production of trucks and buses will rise less sharply to between 1.4m and 1.6m in 2000.

(1) *The New Car Market in Europe*, EU, +44 171 830 1007, £295/£775.

(2) *South Korea's Motor Industry*, EU, address and price as above.

(3) *The Automotive Industries of India and Pakistan*, EU, £295/£595.

(4) *China's Automotive Industry*, Knibb, Gormezano & Partners, +44 1332 522 265, £425.

Haig Simonian

## CARS subsidy

### South America set for boom in new vehicle demand

By Haig Simonian, Motor Industry Correspondent

Economic and political reforms in South America have transformed regional economies, opening the way for a likely boom in new vehicle demand, according to a study by DRI/McGraw-Hill.\*

Demands for cars, trucks and

buses is expected to rise by 65 per cent to 4.1m units in 2005 compared with 2.5m units last year.

Sales are expected to rise to 3.2m units by 2005 on the back of rising personal incomes,

cheaper cars and easier credit.

"The story today in South America is one of expansion," says Mr Susan Brown, the editor.

"GDP growth will average 5 per cent throughout the rest of the decade, compared with 1.5 per cent in the 1980s."

New market entrants, such as Renault, Mercedes-Benz and Honda, which this year all

announced plans to set up new factories in Brazil, will lead to an inevitable decline in the market share held by Volkswagen, Fiat, General Motors and Ford, Brazil's four biggest carmakers.

Their share of passenger car sales is predicted to drop to 88 per cent by 2005 from 94 per cent last year.

Sales in Argentina, South

America's second biggest car market, are also forecast to soar in the next 10 years.

Demand for all types of vehicles should more than double to 723,000 units in 2005 from 324,000 last year.

\* *South American Automotive Industry, Structure and Prospects*, DRI/McGraw-Hill (Tel: 004181 5456244) Price: \$17,000.

## WORLD TRADE NEWS DIGEST

### Japan attacked on liquor taxes

The European Commission yesterday took an important step toward opening Japan's liquor market after a World Trade Organisation report said Japanese taxes discriminated against imported whisky, cognac, vodka and other spirits.

The report must still be endorsed by the WTO's dispute settlement body, but Commission officials expressed optimism that its findings would remain intact. The Commission served notice it would urge Japan to introduce reforms into its annual budget by April 1 next year and would press other countries, notably South Korea and Chile, to end similar discriminatory tax regimes.

A spokesman for Sir Leon Brittan, chief EU trade negotiator, said the WTO report could mean a big boost for the European drinks industry.

According to Commission figures, whisky exports to Japan fell by 25 per cent between 1994 and 1995. Japan imports only 8 per cent of its drinks consumption, compared with an average of about 30 per cent in other industrialised countries, the Commission said.

Lionel Barber, Brussels

#### Transatlantic trade area plea

Mr Klaus Kinkel, German foreign minister, yesterday called for a step-by-step liberalisation of trade and investment between the European Union and the US as a step towards a transatlantic free trade area. Welcoming a study commissioned by the German federation of industry (BDI), he said Europe and the US should first concentrate on solving trade issues such as harmonisation of standards and mutual recognition of testing procedures. Among other steps, Mr Kinkel called for the dismantling of trade discrimination in public procurement, a joint investment protection agreement and liberalisation of audio-visual services.

Mr Kinkel argued last year that a transatlantic free trade area would revitalise US-EU relations. He acknowledged yesterday it was a distant goal and not realistic at present. But the idea could serve as a lever for greater trade liberalisation, he said.

Peter Norman, Bonn

#### Tokyo in satellite launch bid

The Japanese government is negotiating with the European Space Agency for Japan's next-generation rocket, the H2-A, to launch an experimental communications satellite for the European agency in the year 2000. Agreement is expected this year on what would be Japan's second contract to launch a foreign satellite, according to an official of Tokyo's Science and Technology Agency.

The announcement comes week after Rocket Systems Corporation, a private-sector Japanese consortium, announced it was poised to win Japan's first contract in the fierce competitive commercial launch business, from Hughes Space and Communications International, the world's largest maker of satellites.

This second potential contract - which would be with the Japanese government space agency, rather than with the private sector - underlines the seriousness of Japan's long-delayed attempt to enter the world space industry as a serious participant.

William Dawkins, Tokyo

## Western companies encounter protesters on road to Burma

After Heineken campaign Dutch activists will target French group

from Burma in the first place."

Burmese authorities say there will always be Asian investors willing to leap at commercial opportunities western companies find they must reject. The Singaporean group buying out the Dutch will simply market beer under its Tiger brand instead.

The position is similar for Unocal, the US oil company which is a partner in Burma's largest foreign investment project to date, a \$1.5bn project to produce natural gas for export to Thailand. Unocal has

campaigners said yesterday they will bring their weight to bear on the French oil group.

"Total's next target is Total," said Mr Gjalt Hillenius, co-ordinator of the Burma Centre Netherlands.

At Total's annual general meeting last month, shareholders distributed a letter to shareholders raising questions about its investment in Burma. But oil companies have in the past shown themselves resilient in the face of consumer pressure, and both Total and Unocal said yesterday they had

no operational responsibility in the project - it is a pure investment and could be sold to another, even non-oil, investor without much difficulty.

But if Total, France, is responsible for developing the project, were to get cold feet, that would be more serious. Similarly, natural gas projects under study by US companies Texaco and Arco could be delayed or shelved. It is hard to see how petroleum development of this magnitude could take place without a western partner who would at least provide "technology," said one Rangoon-based consultant. Indeed, victorious Dutch

authorities have set an ambitious goal of 250,000 visitors to "Visit Myanmar Year" which begins in October. Almost 150,000 people visited in 1995-96, 15 per cent from four European countries - France, Britain, Germany and Italy. Some European travel operators have, however, stopped booking tours to Burma.

US hard line on Burma. Page 7

no intention of pulling out.

Total argued yesterday that its investment could not be compared with the breweries because it was so long term in nature.

First gas production is expected in 1998, with output lasting an estimated 30 years.

Royalties would not begin to be paid to the Burmese government until around the start of the next century.

Where Total is more so than US could be hurt is if more US local authorities pass so-called selective purchasing ordinances. These bar public sector units under their control from buying goods or services from companies which

have business in Burma.

In Unocal's California base, Berkeley city enacted such a measure a year ago, for example. So did Massachusetts state. Total's 54 per cent-owned US subsidiary operates four refineries and manages 1,850 service stations concentrated in 12 mid-continent states.

Until the Carlsberg and Heineken rows, European activists had less success than their US counterparts. But Burma may lose its European trade privileges under the Generalised System of Preferences because of an investigation by the European Commission into allegations of forced labour in the country, which may give the boycott movement further momentum. EU foreign ministers are to discuss the issue on Monday.

Mr Aung San Suu Kyi, the opposition leader whom the military are trying to press into exile, has said multinationals should stay away until democracy is restored. This week she asked foreign tourists to do the same. Burma has been relying on travel receipts - worth \$170m in the 1994-95 fiscal year - to help finance its rapidly expanding merchandise trade deficit.

Authorities have set an ambitious goal of 250,000 visitors to "Visit Myanmar Year" which begins in October. Almost 150,000 people visited in 1995-96, 15 per cent from four European countries - France, Britain, Germany and Italy. Some European travel operators have, however, stopped booking tours to Burma.

US hard line on Burma. Page 7

## US, Japan try to settle disputes

By William Dawkins in Tokyo

The US and Japan have renewed efforts to resolve differences over access to Japanese markets for semiconductors and insurance policies before a self-imposed deadline of the end of the month.

Both sides' trade officials will meet at the weekend in Christchurch, New Zealand, before Monday's gathering of Pacific Rim trade ministers. Mr Shunpei Tsukahara, minister of international trade and industry, is to reopen top-level negotiations in Christchurch on Monday with Ms Charlene Barshefsky, the acting US trade representative.

Two days later, finance officials will meet in Tokyo to discuss insurance, paving the way for further talks in Washington the following week.

Japanese and US officials said yesterday they were far from agreement on both disputes, suggesting any solution would be at the last moment.

On semiconductors, Miti officials say the main stumbling block is a US demand to "pre-serve and continue the recent progress" under an existing accord, expiring on July 31, under which the foreign share of Japan's market has more than doubled in five years.

Miti maintains the US demand is too close to setting a

numerical import target, something which Japan's life and non-life markets were to be exposed to foreign competition.

To US insurance companies' frustration, Japan is now proposing to open a third insurance sector to its own domestic companies, covering mixed life and non-life policies such as personal accident and health insurance.

This third sector happens to be dominated by US companies. They want the third sector temporarily to stay as it is, almost closed to Japanese companies, until the primary sectors of life and non-life insurance are first thrown open to foreigners.

Further information about the procedure for presenting the investment projects, together with the relative forms to be used, can be requested directly from the Intermediary Body.

Crotone Sviluppo SpA, S.S. 106 Iomica - 88074 Crotone - Italy - Tel. +39/962/930000 - Fax +39/962/930033

The inquiry carried out by the Intermediary Body for the selection of the projects and for the admission of the initiatives for the foreseen subsidies is final. The grants will be awarded within the limits of the available public funds.

The classification of the eligible initiatives will be made public.



F.E.S.R.

#### Crotone Sviluppo

Società Consortile per Azioni

#### GLOBAL SUBSIDY FOR THE CRISIS AREA OF CROTONE - ITALY

#### Aid for the realisation of entrepreneurial initiatives and inter-company infrastructures

Following the announcement published in May 1995, notice is hereby given that the European Union has decided to grant Crotone Sviluppo a FESR contribution of 35 million ECU (equal to approximately 70 billion lire) to be used for a Global Subsidy for the reindustrialisation of the crisis area of Crotone. This contribution is co-financed by the Ministry of Labour which, on 3 May 1996, decreed the granting of a further contribution of 27.2 billion lire and by the Regione Calabria which, on 25 November 1994, decided a financing of 5 million E

## NEWS: INTERNATIONAL

# Egypt eyes closer ties with Turkey

By John Barham in Ankara

Egypt's President Hosni Mubarak, eyeing closer ties with Turkey's new Islamist leader, yesterday softened recent criticisms of Ankara and said he was gratified by "peaceful and neighbourly ties with brother Turkey".

During a hastily arranged one-day visit to the country's capital Mr Mubarak became the first foreign leader to meet Mr Necmettin Erbakan since his appointment two weeks ago as Turkey's first Islamist prime minister.

Relations between Turkey and the Arab world have been strained by Turkey's multi-billion dollar project to exploit waters of the Euphrates and February's controversial military co-operation agreement with Israel.

Arab leaders - particularly Mr Mubarak and Syria's President Hafez al-Assad - have greeted Mr Erbakan's appointment with alacrity. Mr Erbakan said on taking office that while Turkey would maintain its traditional pro-western foreign policy, he would strengthen ties with the Moslem and Arab world.

Mr Mubarak, who led the Arab world's condemnation of Turkey's accord with Israel - Israel's first with a Moslem country - yesterday softened his stance. The agreement was "not directed against anyone. It is for training purposes. No country should be disturbed or think of it as a threat," he said.

A European diplomat, reflecting on Mr Mubarak's volte face, said yesterday that Mr Erbakan had probably told him that it did not mean the same thing as it did before.

The agreement allows Israeli pilots to fly training missions in Turkey and Turkish officers to go to Israel for training in electronic warfare techniques.

However, there may be limits to Mr Erbakan's hopes for rapprochement with the Moslem world, notably Syria. The Turkish-Syrian border is seen

as a potentially explosive flash-point. Both countries began massing troops along their 877km border at the beginning of the year. Analysts believe Turkish generals negotiated the military agreement with Israel to punish Syria for supporting the separatist Kurdish Workers party (PKK).

Although Mr Erbakan criticised Turkey's close ties with Israel before taking office, he has bowed to his general's demand that the military relationship at least should continue.

Mr Mubarak is said to have proposed to mediate between Turkey and Syria, an offer Mr Erbakan seems to support. But as well as opposition from the army, Turkey's President Suleyman Demirel said he saw no room for better relations with Syria until it stopped "supporting terrorism". Mr Demirel said "the whole world is taking a stance against terrorism. We tell everyone that all the time and I expressed our views to president [Mubarak] today."

Mr Demirel has few executive powers, but he may exert his traditionally strong influence over foreign policy to counterbalance Mr Erbakan's views. Mrs Tansu Ciller, foreign minister and head of the pro-western True Path party, the junior coalition partner, may also try to block any sharp change of tack.

The US and EU have said that they do not expect Turkey to move closer to such states as Iran and Syria.

• Turkish air force jets attacked a suspected PKK training camp in northern Iraq yesterday following intelligence reports that 750 guerrillas were massing there prior to infiltrating Turkey.

Northern Iraq's autonomous Kurdish region was wrested from Baghdad's control after the 1990 Gulf war. Western diplomats say Turkey's frequent attacks often hit non-military targets, causing widespread civilian casualties.

# Netanyahu angers Palestinian leaders and Israeli unions alike

By Julian Ozanne in Jerusalem

Israel's new government came under intense pressure at home and abroad yesterday as unions announced a 24-hour strike next week and Arab leaders vented anger against statements made in Washington by Mr Benjamin Netanyahu, Israeli prime minister.

The Histadrut, Israel's federation of Labour unions, said it would strike next Wednesday to protest against a Shk4.8bn (\$1.53bn) package of expenditure cuts from the 1997 budget approved by the cabinet this week.

Histadrut leaders said they were concerned about the impact of the cuts on pensioners and salaried workers and were unhappy about proposals to slash the size of the public sector. If effective, the strike could close airports, trains,



Netanyahu speaking in Washington on Wednesday

bers of the defeated Labour party. They said it marked a last-ditch effort by the once powerful Histadrut to continue to have an impact on national economic policy.

As Mr Netanyahu faced his first real national political test at home, Arab leaders criticised his speeches made during an official visit to Washington where he laid down a hardline stance towards the Middle East peace process.

Before the US Congress Mr Netanyahu reiterated what have become his three nose: no to a Palestinian state, no to compromises on Israeli sovereignty over occupied Arab East Jerusalem, and no to a surrender of the Golan Heights.

Officials of Mr Netanyahu's rightwing Likud party said the strike was politically motivated and encouraged by mem-

bers of the defeated Labour party. They said it marked a last-ditch effort by the once powerful Histadrut to continue to have an impact on national economic policy.

What was even more dangerous was the response of a standing ovation he was given when he was, with impunity, uttering statements that are in direct violation of international law... and the objects of the peace process and Palestinian rights."

In Cairo Mr Esmat Abdel-Meguid, Arab League Secretary General, said Mr Netanyahu's remarks "add to the factors of tension and violence in the region".

Syria urged the United States not to appease Mr Netanyahu's new hardline policies, saying concessions failed to contain the evil actions of Hitler's Nazi Germany.

# South African bank chief sees growth of 6% by year 2000

By Mark Ashurst in Johannesburg

Mr Chris Stals, governor of the South African Reserve Bank, has shaken off rumours of his imminent resignation, resurfacing in London yesterday, to give a bullish report of the country's economic prospects.

South Africa could expect annual economic growth of 6 per cent by the end of the century and hoped for inflation of well below 10 per cent, he said.

Quoting the government's macroeconomic strategy document unveiled last month by Mr Trevor Manuel, finance minister, Mr Stals endorsed its commitment to "accelerated tariff liberalisation, sharper deficit reduction, tight monetary policy and above all, productivity-linked wage increases".

The Reserve Bank had been instructed that "the main objective of monetary policy will continue to be the maintenance of financial stability and the reduction of the inflation rate," he said. "No central bank governor can ask for a more unequivocal mandate from his government".

The bank rate could fall to a real (inflation-adjusted) 3 per cent by 2000, if the macroeconomic strategy was "diligently implemented".

Annual inflation, forecast at 8.8 per cent this year, would remain "below 10 per cent and may even be lower than the 7.5 per cent envisaged for 2000".

Gross domestic product growth of 6 per cent by 2000, double this year's estimate, could be reached "provided

flexibility in the labour market, liberalise trade and cut the deficit", he said. "Why should the approach to foreign exchange controls be any different?"

Prior to scrapping exchange controls, the government should reduce the tax burden on investors, which distorted the income on rand-denominated investments, he said.

For the past five years, interest earnings had been broadly in line with that of dollar-denominated investments.

"But as we lift exchange controls we must reassess tax to take account of interest rate differentials and other details that affect investment earnings."

The proliferation of rand-denominated bonds in Europe posed a threat to the Reserve Bank's autonomy in the financial markets.

International institutions had issued so-called "Eurobonds" worth about R7bn (\$1.6bn) over the last two years.

"It's very flattering, I'm just afraid it introduces another element of volatility," he said. Small investors in Europe had

"no cover and no hedge". In the event of a crisis, such as the recent 18 per cent devaluation of the rand between February and May this year, their efforts "to get out" could damage financial stability.

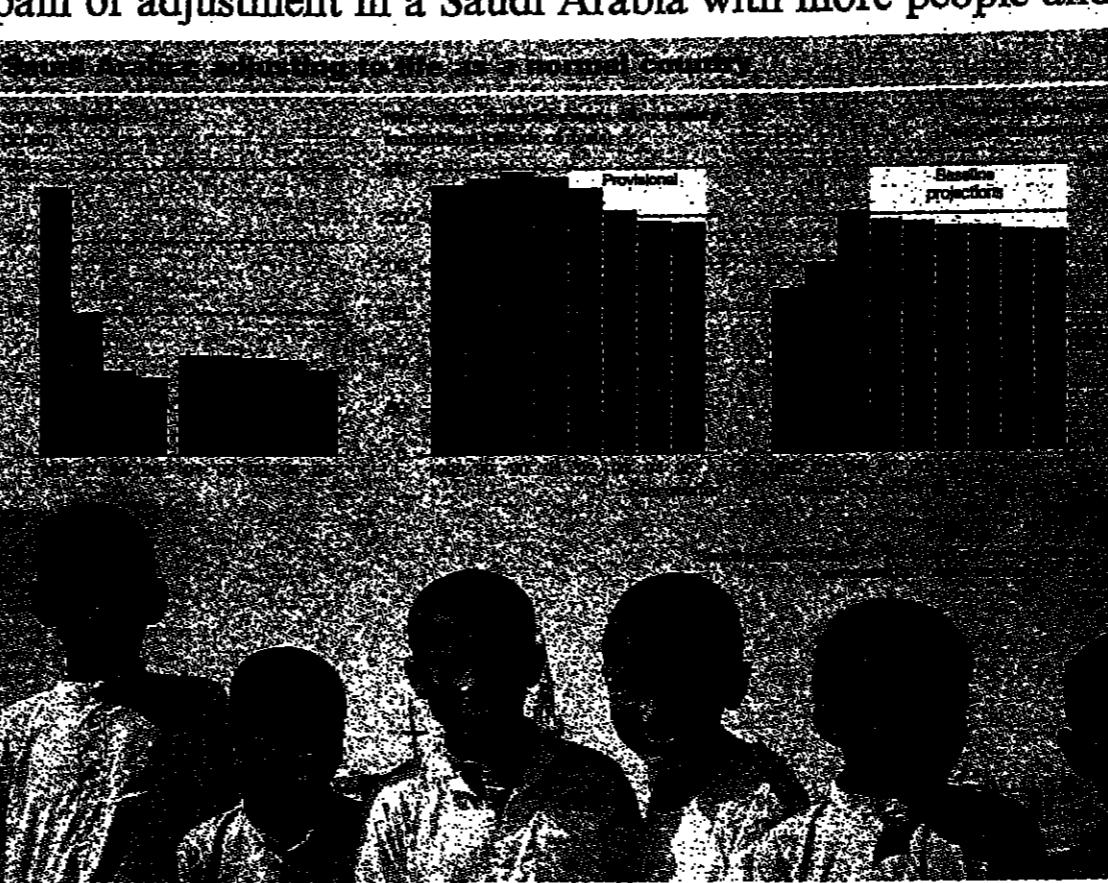
Mr Nico Cypionka, economist at Standard Bank, welcomed the government's macroeconomic strategy and praised "the extreme consistency of (monetary policy during) the Stals era".

But he warned that the abolition of exchange controls "by salami slices" encouraged speculation and dismissed suggestions of huge capital flight if restrictions were lifted. "Absolutely nothing is going to happen," he said.

Local interest rates were "pensional", he said. With negligible growth in the critical manufacturing sector, South Africa's low domestic savings rate of 1 per cent among individuals was a dangerous omen.

"If agriculture does not stand up, what will drive the economy?"

Urgent attempts to reduce government consumption "the biggest obstacle to growth", were vital.



# Giving young Saudis a stake in the future

Roula Khalaf on the pain of adjustment in a Saudi Arabia with more people and fewer resources

When Abdelaaziz enrolled in a Saudi college of public administration two years ago, he thought he would complete his studies at leisure and find a cosy half-day post, a handsome salary and, among other benefits, an interest-free loan to buy a house - all courtesy of the government.

With his father's business faltering in a generally stagnant economy, Abdelaaziz is instead forced to work as a full-time cashier to help support his 11 brothers and sisters. When he graduates in two years' time, he will find that jobs are no longer assured, salaries are lower and the waiting list for loans is long.

In the wake of the bomb attack on a US Air Force housing complex in Dhahran in eastern Saudi Arabia, thought to have involved young Saudis swept away by religious fervour, attention is again focusing on the need to adjust economic and social policies to ensure that young men like Abdelaaziz are secured a comfortable place in Saudi society and a stake in the country's stability.

After decades of immense wealth and lavish spending, Saudi Arabia is adjusting to life as a normal country. Welfare organisations say a growing number of families can no longer make ends meet. Western diplomats estimate that a third of university students receiving the SR1,000 (\$366) monthly government allowance paid as an incentive to seek an education now need the money to support their families. More students are failing their exams just to keep the allowances flowing.

Meanwhile, Saudi Arabia's 18.5m population (including 7m expatriates) is growing at about 3.5 per cent a year and at least 60 per cent is believed to be under 20.

The economic numbers are disturbing. Per capita gross domestic product is a third of the \$15,800 it was in 1981; unemployment has risen from 13 per cent to 18 per cent in three years and has been plagued by 13 years of consecutive budget deficits, fed

by a wage bill that accounts for half total expenditure, and thus a domestic debt load of nearly \$100bn.

All this is leading even some Saudi officials to sound the alarm. "If we continue as we are now and nothing is done differently, in 20 years this country will be taken over by religious types," says one official.

A principal and controversial element of government policy to adjust to the so-called "Saudisation" programme, the process of replacing foreigners, who constitute the greater part of the private sector workforce and who come mainly from south-east Asia, with Saudis. The government's

pampering refuse to take menial jobs, expect instant advancement and much higher pay than foreign workers. "I once had the father of an employee call me to tell me I made his son work too hard," says Mr Khaled al-Masoud, who runs a media and public relations firm.

Before forcing it to employ Saudis, the private sector says the government must face up to the responsibility of overhauling the education system. In striving to prove its good Islamic credentials, the government has set up an education system that churns out graduates armed with a heavy load of religious teaching but short on analytical skills.

But Mr Kevin Taekler, chief economist at Saudi American Bank, argues that it is for the private sector to take the lead in the Saudisation programme and invest in training programmes for Saudis with the aim of replacing two foreign workers with a single Saudi and raising a generally low level of productivity. "It's an easy choice: either you want to give the future to expatriates or to your children," he says.

If the Saudi private sector is asked to sacrifice profits today for tomorrow's economic and social stability, say business men, the government should set the example. Pressure on the private sector to "Saudise" comes at a time of rising frustration with government waste and what many see as the excesses of the royal family, a topic which dominates discussions. It also often leads to criticism of the US, increasingly being accused by Saudis of "bleeding them dry" to pay for the Gulf war of 1990-1991 and for defence contracts.

When oil revenues generally flowed, jobs were secure and businessmen assured lucrative contracts, the many millions of dollars made by middlemen on foreign contracts and the stipends paid to royal family members bothered no one.

Today, however, says an angry businessman, the beneficiaries are simply ignoring the 5 per cent rule. They say Saudis used to government

ment Fund although companies can sometimes negotiate a lower rate.

The banking sector and some

government companies have successfully become largely "Saudised". Elsewhere, however, the process is running into obstacles. The private sector, parts of which are already at odds with the government over payments owed on past government contracts, is viewing it as unfair taxation at a time when the five-year plan is aimed at diversifying the economy and promoting the private sector.

Several company heads say they are

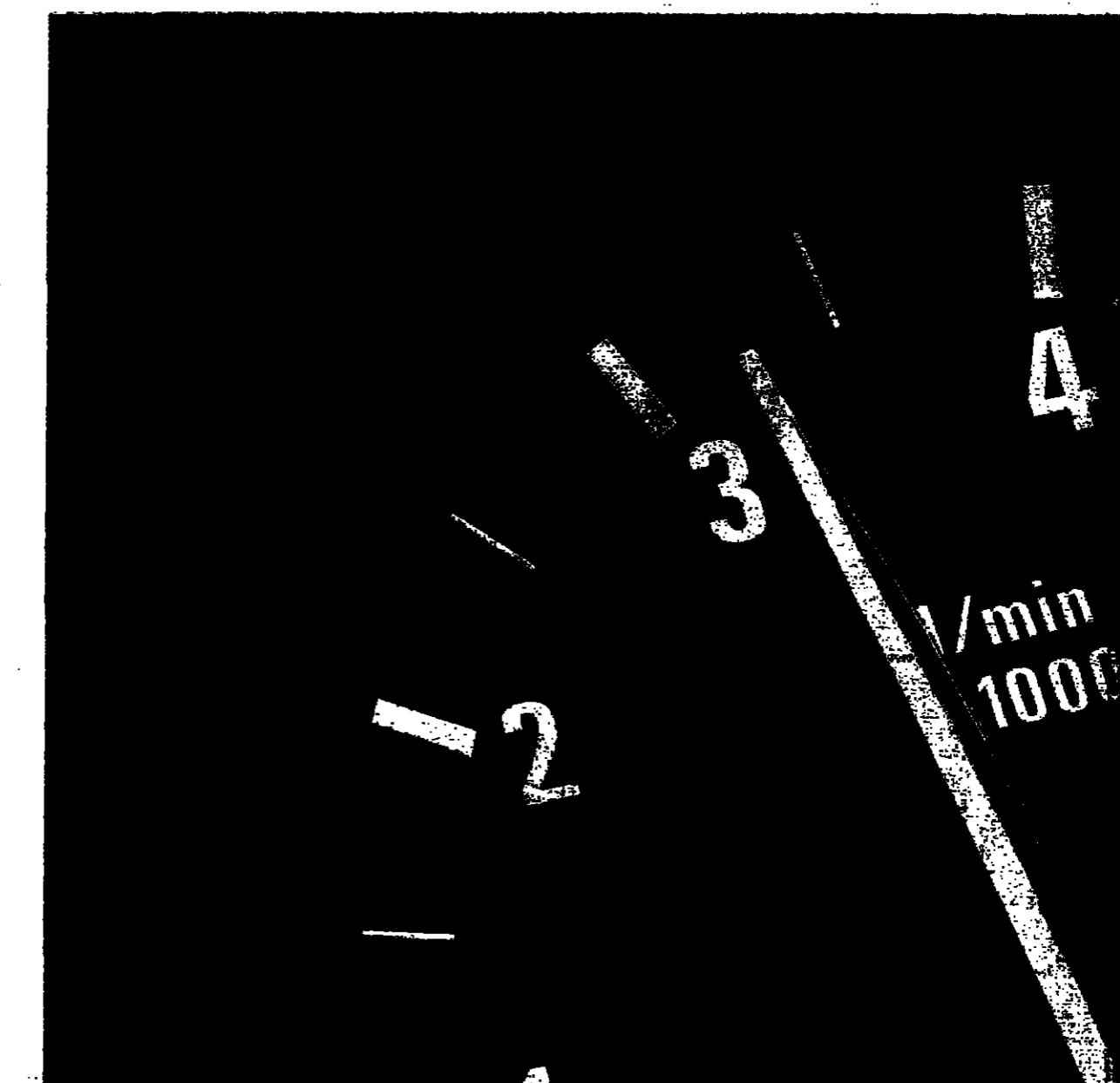
simply ignoring the 5 per cent rule.

Kingdom say that in an effort

to curb unnecessary spending

at a time when the Saudi government is strapped for cash, the council last year sent a recommendation to the King that all income be part of the budget and expenditures reprioritised, but has so far received no response.

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The BMW 7 Series comes equipped with the innovative AGS gearbox. An automatic transmission so smooth and quiet, that only the rev counter tells the driver when the car is shifting gear.

Equally imperceptible are the split-second calculations the gearbox makes about the person sitting behind the steering wheel.

It can distinguish between an enthusiastic or a more passive driving style. Giving the option of a sporty drive, or one that keeps fuel consumption to a minimum.

This level of technical refinement is echoed through the 7 Series. From a heated steering wheel, to a traction control system that adapts automatically to changing road conditions.

Stals shrugs off rumours in London that he is about to resign

we all work together".

Addressing the South African Institute of International Affairs in Johannesburg while President Nelson Mandela is on a state visit to London, Mr Stals again ruled out a "big bang" abolition of exchange controls.

The nation's economic policy assumed a process of "gradualist adjustments" to increase

JULY 12 1996

the future

FINANCIAL TIMES FRIDAY JULY 12 1996

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## RECRUITMENT

What sort of questions should companies ask when they are choosing people for foreign assignments? Should technical competence be the overriding factor?

In some cases specific abilities necessary to do the job may limit the choice but usually it is possible to broaden selection criteria.

John Crump of Kaisen Consulting, Bristol-based occupational psychologists, says that some people prove less adaptable than others when they go overseas.

Not everyone could work, for example, in Kamchatka, but many more, perhaps, could handle a posting to a Caribbean island such as St Lucia. "There are clearly some people who can work anywhere, some who can't and some in between," he concludes.

Crump argues that companies should seek to examine their employees' inter-cultural adaptability. This can be tested for psychometrically. Crump looks for traits such as tolerance of ambiguity, ability to cope with uncertainty and a capacity to deal with the unexpected.

At the same time it is important for individuals to display resilience and to preserve a sense of their own culture. One thing he looks for is evidence that a candidate may have some kind of portable hobby such as stamp collecting, gardening or scuba diving. These can provide sta-

**JOBS:** Companies can test for necessary traits when choosing employees to work abroad

# The will and the skill to travel well

bility and a useful escape from the expatriate lifestyle. Those, however, who crave constant social contact can sometimes be more vulnerable.

Speaking at a Price Waterhouse International Assignment Services Conference, he did not manage to convince the whole audience that one of his assertions when he was asked whether some nationals were more adaptable than others to foreign lifestyles.

He said there was no statistical difference between cultures. "It is much more to do with the way you are as a person. I think it is wrong to stereotype nationalities," he said, adding that it was possible to be "contaminated with your own culture". But it was clear that there were many in the audience who preferred to cling to the notion of national stereotypes.

The conviction that stereotypes exist may well be anecdotal and folkloric but almost everyone I spoke to privately had an example they could quote, be it "conformist and efficient" Germans, Italians who "talk too much" at conferences, naive Americans, stand-offish Britons or arrogant French-

men. Interestingly, they could turn these traits upon their heads, depending on their prejudices. One man's insufferable Frenchman can be another's paragon of culture and charm. Once they feel it acceptable to say so, virtually everyone had a story that illustrated the stereotype.

While political correctness may push these beliefs beneath the surface they can maintain a powerful presence, if only subliminally, in decisionmaking.

Recognition of racial bias is one reason why many personnel departments attempt to weed out evidence of ethnicity from job applications. It is more difficult to get rid of such bias when the candidate is known to the decisionmakers. Crump's argument is that consideration of national traits gets in the way of effective selection.

His solution is to test for suitability. It also pays, he says, to listen carefully to people's preferences. He has found, for example, that people who want to work overseas tend to adapt more readily than those who do not. "I think it is a false economy to send people overseas if they don't really want to go," he said.

While this may seem blindingly obvious it is something that is often ignored by managers who have one individual in mind and who become, as a result, blinkered to warning signs that they have made the wrong choice.

### Flexible job market

While debate continues over the extent of the trend towards the flexible labour market, attitudes to flexibility among working people appear as entrenched as ever. The overwhelming majority of job-seekers, according to a new piece of research, still want a full-time job.

The research, carried out by Sanders & Sidney, the outplacement specialist, canvassed the views of 75 employers and 231 job seekers who had undergone outplacement programmes. Nearly three-quarters of employers had begun to offer temporary contracts and thought they were here to stay. Almost half of them thought that fixed-term contracts could become as prevalent as the traditional open-ended contracts. Both employers and employees questioned in the study, concluded,

on the whole, that companies stood to gain most. But there were one or two other pointers in the study which suggested that potential gains may not be clear-cut.

There was little evidence of any progress in improving the attraction of short-term contracts. People were concerned that they would have difficulties making long-term financial commitments such as mortgages and insurance policies.

Additionally, the majority of job-seekers thought that fixed-term contracts could adversely affect a company's culture, making team-building more difficult, causing uncertainty among employees, and making them less committed.

The advantages they listed - the chance to experience a range of jobs and increased freedom - did not outweigh the disadvantages.

There seems to be a view that the hostility of employees to fixed-term contracts is to be expected but will subside in time. Veronica Hope-Hailey, a lecturer in human resource management at Cranfield School of Management, says: "The prevailing mood is normal in a time of transition and does not imply an indictment of the change itself but of the process of change."

Certainly, the process of change could have been handled better.

Contract work has been introduced without much restructuring of loan mechanisms that assume continuity of employment. Many people are still in final salary pension schemes which offer poor transfer values if they leave. The employment system remains geared to full-time jobs.

Until this support system changes we might expect current attitudes to prevail and employers may ask themselves if they are losing the best job candidates to competitors who offer a full-time job.

If short-term contracts are to become the norm they will need a far more sophisticated support system than exists at present.

The iniquities of the two-tier system of employment that has

emerged in recent years, along with downsizing, has led Geoff Armstrong, the director general of the Institute of Personnel and Development, to call for a government inquiry into employee relations.

Additionally he argues that boards

should set out their management and employee development approaches in their annual reports.

While such a demand has merit the problem with policy outlines is that they can turn out to be empty - mission statement - worthy stuff but sometimes no more influential than Neville Chamberlain's famous piece of paper.

### Do titles matter?

The case for increasing job status seems unsustainable in a business climate that demands flatter structures, less hierarchy and an end to traditional distinctions between blue and white collar workers.

At least was my understanding until I saw the announcement this week that Oxford University had almost doubled its number of professors, creating 162 professorships in a single day. Has there been a sudden outbreak of academic excellence? Have so many lecturers reached seniority in one go?

They will get no more money and will not be expected to take on any more duties. They don't even get a different colour chair. But they will be mindful of the cachet conveyed by the title of professor on the lucrative and impressionable US lecture circuit. Job titles, it seems, still make a difference.

Richard Donkin

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In addition, PC skills with Portfolio Management software, and good understanding of spreadsheet and database applications will be beneficial. The candidates will also be required to assist in the preparation of formal reports on market conditions and appropriate strategies.

The candidates are expected to possess excellent verbal and written communication skills. Individuals must have the ability to think independently and to back their own judgment.

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Candidates must have:

- a minimum of six years moneybroking experience in the London and Tokyo markets, at least three of which must be in Yen Deposits;
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In return we offer excellent career opportunities, and an attractive remuneration package.

Please reply, with full CV and covering letter detailing how you match our criteria, to:

**Senior Personnel Officer,**  
Exco (Management Services) Limited  
Sherborne House, 119 Cannon Street,  
London EC4N 5AX

## Head of Retail Banking Belize

BHLI Corporation operates and invests in selected growth industries in Central America and the Caribbean region. BHLI's core business activities are banking and financial services and construction and property development. BHLI also has strategic investments in regional growth industries, including infrastructure and agro-processing and distribution.

The Belize Bank, which is a major contributor to the banking and financial services division, is the largest commercial banking operation in Belize, with a head office in Belize City and ten branches country-wide.

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Comprehensive CVs should be sent by mail or fax to Mr R E Painter,  
who is advising the company on this appointment, at 100 West Hill,  
London SW15 2UT, England. Fax No: (44) 0181 875 9810.

Closing date: 24th July 1996.

Further information about the company will be supplied to shortlisted applicants.

## EASTERN EUROPE SECURITIES SALES/TRADE

A leading western investment securities house with full commitment to Eastern Europe requires a highly motivated sales person/trader.

The successful candidate will market Eastern European securities (principally Hungarian, Czech and Polish) to UK and continental European investors. Supported by a strong team of analysts based in region and London, providing macro-economic, industrial and company-specific research, the candidate will be a key member of the distribution team. Qualified to second degree level, you must demonstrate a sound knowledge of the region and its markets, and possess at least 3 years proven trading/sales experience. The candidate must be a highly motivated professional with demonstrable excellent communication skills; a proven ability to develop strong client relationships is a pre-requisite. Request language abilities preferred. Salary according to age and experience.

Please write to Box A5905, Financial Times,  
One Southwark Bridge, London SE1 9HL.

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JOE WROE  
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## Deputy Head, Aerospace & Leasing Finance

HONG KONG

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The successful candidate will have primary account responsibility for clients throughout the Asia Pacific region; there will be substantial foreign travel. He or she will also be responsible for the preparation of credit applications, internal budgets and reporting. With a minimum of 3-4 years marketing experience, the officer will also have a thorough knowledge of current lease financing structures used by the world's leading airlines and equipment lessors.

The role provides a high degree of autonomy, necessitating effective communication and negotiations skills. Proven financial modelling skills, together with first hand experience of loan and lease documentation are also essential.

This is an outstanding opportunity for an ambitious, motivated and independent self starter of graduate calibre; ideally with US or European commercial bank training. Remuneration will reflect the importance of this position and will not be a bar to the right candidate.

Please send full CV, quoting 'Aerospace/Lease Finance', and including details of current remuneration to:

The Sumitomo Bank Limited, Personnel Department,

Temple Court, 11 Queen Victoria Street, London EC4N 4TA

All replies will be treated in the strictest confidence

## An Exceptional Financial Advisory Role

### Assistant Director

Our client, the UK securities arm of one of the World's leading financial institutions has developed a specialised financial advisory business. An experienced team of corporate financiers and brokers has built a first class reputation amongst a widespread of client companies, resulting in strong levels of transaction activity, particularly with mid-cap companies. The department draws on the considerable financial strength and industry knowledge of the bank's other business areas.

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Interested applicants should write, in the strictest confidence, to Brian Hamill or David Craig at Walker Hamill Executive Selection, forwarding a brief résumé quoting reference BH2473

### Competitive package

acquisitions, disposals, financial restructuring and other strategic and financial matters.

The successful candidate is likely to be either a graduate accountant, lawyer or MBA, with a minimum of four years corporate finance experience in a merchant bank/stockbroking environment. This is an exceptional opportunity for a numerate, committed professional who combines in-depth experience of primary and secondary issues with entrepreneurial flair and a free thinking approach to business development.

The rewards include a highly competitive remuneration package, together with excellent bonus potential and the opportunity to develop a stimulating career.

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on

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on

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## CREDIT ANALYSTS

Austen Smythe is currently handling a number of assignments on behalf of investment banks seeking to recruit experienced credit analysts. Applications are invited from credit analysts with a minimum of two years experience with a bank or rating agency. Below is a sample of the positions we have on offer.

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Prestigious international bank requires two analysts who are graduates with formal credit training and a minimum of three years experience. Working closely with the marketing team you will be self motivated and have strong communication skills.

### Media/Leisure Analyst

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Credit analyst with a minimum of three years experience analysing for east corporate bonds. Excellent communication skills required for this high profile role working closely with sales and trading staff. Good knowledge of bond markets required.

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### Bank Analyst - Fixed Income

Top quality bank analyst required by major bank to work in fixed income credit research team. Applicants could come from a rating, equity or fixed income background but must have an intimate knowledge of European banks. The successful candidate will work closely with sales and trading staff advising on the impact of credit issues on the Euro - markets.

Call Tony Sheppard

## AUSTEN SMYTHE SEARCH and SELECTION

127 Cheapside, London EC2V 6DH

Tel: 0171 600 2862 Fax: 0171 726 4290

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**Qualification**  
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**Educational Background**  
B. S. in Economics or Finance, MBA preferable and a minimum of (20) years experience & active engagement in Financial Industry with at least (10) years experience in a Capital Officer management position.

**Compensation**  
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Proper candidates should mail their credentials and detailed resume indicating Job Ref. No. to:

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P. O. Box 6854  
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Saudi Arabia  
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### FIXED INCOME SALES

The position is to establish a Nordic fixed income sales function to cover UK and Continental investors with main focus on Nordic government bonds especially Finnish government Bonds.

We require candidates with good contacts and experience in selling Nordic government bonds or bonds denominated in other high yielding currencies. In addition we give preference to those candidates with trading experience in fixed income products.

The Bank offers a competitive remuneration package, including a full range of banking benefits.

Interested candidates should submit written applications in confidence to:

Rod McLernan, Assistant General Manager  
Postipankki Ltd, 10-12 Little Trinity Lane, London EC4V 2AA



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The Bank is seeking to recruit a Manager, Strategic Business Development, who will also act as Personal Assistant to the Deputy Chief Executive. This will involve project work on a variety of new business initiatives including the identification and assessment of acquisition and recruitment opportunities, and the usual office management responsibilities. The ideal candidate will be educated to degree level and will have at least two years City/business experience. Sharp analytical skills and the ability to be proactive, creative and enthusiastic are prerequisites for the role. In addition, confident communication skills and the ability to understand and interpret financial statements will be essential requirements.

The company offers an attractive salary and banking benefits package.

Please send CV (including current salary details) with a covering letter to:

Veronica Burwood, Director, Group Personnel,  
Guinness Mahon & Co. Limited,  
32 St. Mary at Hill, London EC3P 3AJ



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We, as a specialist Sterling Money Broking company, have opportunities for experienced money brokers in the London Money Markets.

Successful applicants will be self-motivated, ambitious and will work within a focused, highly competitive team. They must have excellent communication skills, coupled with an established client base in either the Interbank, Corporate, Building Society or Public Sectors.

Please telephone or write with CV to Ms Jenny Short,  
Sterling Brokers Limited,  
Colechurch House, 1 London Bridge Walk,  
London SE1 2SS  
0171-962 9966

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and  
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## COMPANIES AND FINANCE: INTERNATIONAL

## HP warning hits US technology stocks

By Louise Kehoe  
in San Francisco

US high-technology stocks fell sharply yesterday morning following Hewlett-Packard's warning that it is seeing a broad slowdown in order growth involving most of its products in many regions of the world.

HP's announcement, which came after the close of trading on Wednesday, raised investor fears of a long-anticipated downturn throughout the information technology sector.

HP's shares fell \$10, or 11 per cent, to trade at \$79 in mid-session. IBM was off \$24, at \$98. Sun Microsystems

dropped \$36 to trade at \$50. Intel was down \$22, at \$70, and most other technology stocks followed suit.

HP's announcement came as a surprise, because the company has been the strongest performer among large US computer companies over the past two years. During its second fiscal quarter, which ended in April, the company reported a 24 per cent rise in new orders.

Over the past two months, however, order growth had slowed "significantly", HP said. Products affected include "a number of computer products and most of our measurement instruments."

"We're seeing the effects of customers and channel partners [distributors] who are adjusting their inventories and capital spending," Mr Lew Platt, chairman and chief executive, said. "This slowdown in order growth, as well as intensifying price competition, will hurt our revenue growth and profitability."

HP said business growth slowed over the past two months in the Americas and in the Asia-Pacific region. European markets, weaker during the second fiscal quarter, continued to be slow.

"We don't know yet whether the forces that are affecting our order growth represent a

fundamental shift in the business climate or more seasonal, transitory fluctuations in demand," Mr Platt said.

HP said that it was difficult to tell, at this point, whether the pattern of slower order growth seen over the past two months signalled a general weakening of market conditions. Company officials conceded, however, that there was concern that this may be a downturn in the market.

The summer months are typically a slow period for computer sales due to European holidays. Moreover, the pattern of orders seen over the past two months "is not outside the realm of normal business fluctuations," HP said.

Other leading US computer companies were precluded from commenting on market conditions because they are in a "quiet period" imposed by the Securities and Exchange Commission immediately prior to their quarterly earnings reports, which are expected over the next two weeks.

The HP announcement, together with lower than expected earnings from Motorola, which reported earlier this week, and anticipation of weak results from the semiconductor sector have, however, set the scene for a broad sell-off of technology stocks. *World Stocks, Page 30*

## Brazilian state to sell 32% share in Cemig

By Stephen Fidler,  
Latin America Editor

The Brazilian state of Minas Gerais is in talks with two

potential investors over the sale of a 32 per cent share of the voting capital of Cemig, the state electricity company.

Mr Eduardo Azeredo, the state governor, said yesterday that the sale would be completed this year. His government was in discussions with two operating companies – Southern Electric of the US and Chilcota of Chile – over the sale of the strategic stake.

According to analysts at Bear Stearns in São Paulo, the value of the stake at the current market price would be \$540m. Some 16 per cent of voting shares are traded in the market. The company's book value at the end of March was \$1.27bn.

Mr Azeredo said his government would retain a 61 per cent stake in the utility to ensure completion of a \$400m programme for electrification of poorer rural areas of the state. Cemig, which he described as the most efficient electricity utility in the country, paid a \$58m dividend to the state last year.

Minas Gerais is also moving

ahead with privatisation of the two banks it owns. Mr Azeredo said Merrill Lynch had been appointed to advise on the sale of Credito Real, which had 82 branches, 2,000 employees and 500,000 accounts. It was hoping to raise \$200m-\$300m from the sale, which should be completed this year. It would be followed next by the privatisation of Banco do Estado de Minas Gerais, the state bank, next year.

The governor, a party ally of President Fernando Henrique Cardoso, said he was optimistic about the prospects for a proposal of his that would make Minas Gerais the main beneficiary of the proposed privatisation of the mining sector, CVED.

The proposal calls for 60 per cent of the sales receipts from CVERD to go to the six states in which CVERD operates, and the rest to the federal government. A quarter of the 60 per cent would go to pay state debts to Brasilia, and the rest would be earmarked to finance infrastructure. Under the proposal, which would help provide important political impetus from state governors for the privatisation, Minas would receive 42 per cent of the funds allocated to the states.

Industry observers were not surprised by yesterday's announcement. Mayne Nickless had made a commitment not to sell the stake to any buyer not meeting the approval of the other shareholders; these include two foreign telecommunications companies, BellSouth, of the US, and Cable & Wireless of the UK, each holding 24.5 per cent, and a number of Australian institutions. Mayne Nickless said yesterday that, after discussions with the other shareholders, it had been unable to find an acceptable candidate.

The company announced in May that it was planning to sell the stake to its core businesses of logistics, express freight and healthcare. It set a deadline of the end of June for expressions of interest from trade buyers.

The four companies which registered an interest are believed to be British Telecommunications Telecom New Zealand, a Malaysian telecoms company, and the Seven Network, an Australian television company.

Louise Lucas, Hong Kong

## Mayne Nickless cancels sale

Mayne Nickless will not proceed with a trade sale of its 24.5 per cent stake in Optus Communications, Australia's second largest telecommunications carrier. The stake, worth around A\$1.5bn (US\$1.25bn), will now form part of the Optus flotation planned for later this year.

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Bethan Butler, Sydney

## Quebecor buys 68% of Altair

Quebecor Printing, North America's second-biggest commercial printer, is expanding again in Europe by buying 68 per cent of Altair, a Spanish magazine and advertising materials printer. The price was not disclosed. The seller was Empresarial ONCE, which will hold the minority shares.

Quebecor Printing, part of the Quebecor publishing group controlled by the Fedia family, already has major operations in the UK and France. It plans further European acquisitions.

Robert Gibbons, Montreal

## Lower metal prices hit Alcan

Alcan Aluminum posted a 38 per cent drop in second-quarter earnings because of lower metal prices, but expects improvement late this year.

Net income was US\$112m, or 47 cents a share, down from US\$160m, or 77 cents, a year earlier, on revenues of US\$1.96bn, down 19 per cent from US\$2.43bn. Most analysts had expected earnings of about 55 cents a share. Mr Jacques Bougie, president, said recent problems in world copper markets had an adverse effect on aluminium and other non-ferrous metals.

First-half net profit was US\$237m, or US\$1.52, a year earlier, on revenues of US\$3.96bn, down 18 per cent from US\$4.53bn.

Robert Gibbons

## CIBC Wood Gundy acquisition

CIBC Wood Gundy, the Canadian bank, is to buy a London-based specialist in the trading of oil and natural gas assets as part of an international expansion of its natural resources interests.

Lovagrove & Associates was set up by Mr Martin Lovagrove in 1982 to help companies buy and sell oil and gas properties. It has since been involved in more than 50 projects with a combined value of \$5.5bn.

Last May, CIBC Wood Gundy bought the London-based mining team of brokers James Capel as part of its international expansion.

Lovagrove & Associates has been particularly active in the North Sea. It is currently advising on the sale of Sun Oil Britain. It is also handling the sale of British Petroleum's MAST fields, a group of older North Sea fields.

Robert Corrigan, London

## New chairman for Air Canada

Mr John Fraser, 66, a well-known Canadian businessman from Winnipeg, will become non-executive chairman of Air Canada when Mr Hollis Harris retires on August 1.

Mr Fraser has been a director of Canada's biggest airline for nearly seven years, serving on the board's strategic planning committee. He is also a director of Air Canada West Airlines in the US and of the Bank of Montreal and Shell Canada.

During the 1980s Mr Fraser headed the former Federal Industries, a fast growing conglomerate hit hard in the last recession. He retired from that board in 1985.

He said he would not take part in the daily operations of the airline, leaving that to Mr Lamar Durrett, president and chief executive. Air Canada must improve its financial results and continue its expansion in the US, European and Asian markets, he added.

Robert Gibbons

## PAL speeds up aircraft leasing

Philippine Airlines (PAL), the lossmaking national flag carrier, said yesterday it would speed up its \$3.2bn fleet modernisation programme to help restore the carrier to profitability. In advance of the 36 Airbus and Boeing jets it plans to purchase over the next three years, PAL would step up its interim leasing programme from other airlines.

The aircraft, most of which would be "wet-leased" (leased together with pilots and crew), would help PAL improve its Asian and Middle Eastern flight schedules.

The airline, which lost 201m pesos (775.8m) in the year to last March, plans to double its capitalisation to 100m pesos later this year.

Edward Luce, Manila

## Paper companies see profits tumble after price falls

By Richard Tomkins  
in New York

Two big US paper companies, Georgia-Pacific and Champion International, yesterday mirrored international Paper's results on Tuesday by reporting big profit downturns in the quarter to June.

Georgia-Pacific said it made net profits of just \$5m, down from \$26m in the comparable period – although the figure would have been \$55m without special charges for an early retirement programme and the retirement of debt.

Champion International reported net income of \$16m, down from \$18m a year earlier.

Mr Andrew Sigler, chairman and chief executive, said the main factor was price erosion in the paper segment, particularly for uncoated free sheet papers and pulp.

International Paper, the world's biggest paper company, saw net profits tumble from \$31m to \$9m, but it gave an optimistic assessment of the outlook. It said demand was improving across all big product lines and price erosion was moderating.

After an excellent 1995 when product prices soared, paper companies saw demand slump at the end of the year as customers responded to rising prices by stocking up. This led

## US copper groups braced for the Sumitomo effect

Lower prices mean earnings are expected to fall sharply in second quarter

The earnings outlook for publicly-traded US copper mining companies has taken a distinctly bearish cast, as analysts revise their revenue forecasts to reflect slumping metals prices.

US second-quarter results later this month. Their reports will give the first glimpse of the impact of sharply lower copper prices on corporate results.

While world copper prices have rebounded from the lows reached a month ago, when Japanese trading group Sumitomo Corp sold \$1.8bn in losses from copper trading, copper producers are expected to suffer from lower metals prices in both the second and third quarters.

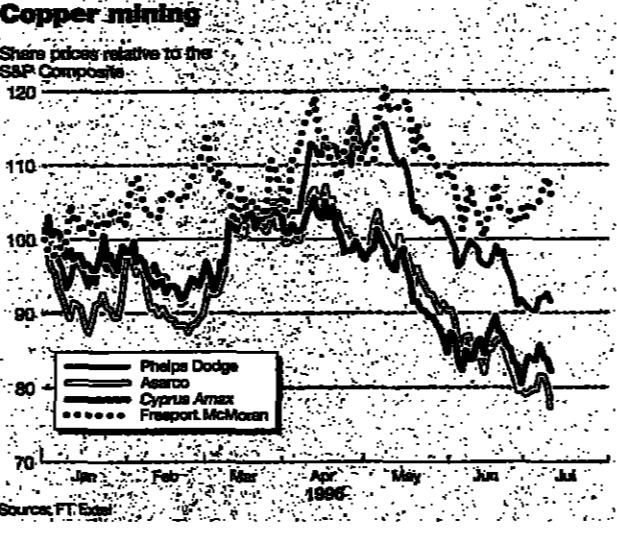
Although most well-managed copper companies have hedged their exposure to copper market declines using put options, the price protection was taken at levels far below their average realised copper prices last year, and will not prevent sharp earnings declines.

On Tuesday, Freeport-McMoRan and Gold Shocked industry analysts by saying it expects second-quarter earnings to be below 20 cents a share, lower than the company's second-quarter earnings last year, and well below the average Wall Street estimate of 29 cents a share.

Although Freeport is one of the lowest-cost copper producers in the world, and its sales of copper and gold were strong during the quarter, the company's tissue business remained strong, with earnings nearly double those of a year ago.

Mr Correll said Georgia-Pacific's lumber and structural panels businesses strengthened considerably in the second quarter. Wood products consumption was very strong in the first half, with housing starts in the first five months 14 per cent greater than a year earlier.

Champion's Mr Sigler said there had been signs of improvement in demand and price for key grades in May and June.



assumption of an average copper price of about \$1.11 a pound this year.

While that is 22 cents a pound lower than last year's average LME copper price, the Freeport example "shows the true copper price realisations for these companies in the second quarter has little to do with average LME prices," says Mr Vahid Fathi, metals industry analyst for Everen Securities.

Even without the Sumitomo debacle, long-term prospects for copper prices are weak, with output from new mines generating a supply-driven cyclical downturn. CRU, an international consultancy that collects metals statistics, estimates world copper production will expand by 9 per cent this year, while western world demand is predicted to remain flat.

Asarco's operating earnings will drop by nearly 50 per cent with the First Call consensus for the year at \$2.95, from \$5.87 last year. Analysts expect second-quarter earnings to be below 20 cents a share, lower than the company's second-quarter earnings last year, and well below the average Wall Street estimate of 29 cents a share.

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assumptions and foreign operators.

Mutiara plans to use the proceeds from Swiss Telecom's purchase to speed up the expansion of its digital cellular subscriber base and develop a fixed-line network. The company currently has 60,000 customers for its digital mobile phone network.

Mutiara's mobile phone market is growing at more than 20 per cent per year and operating margins are just below 40 per cent, analysts said.

From January 1 1997 Telekom Malaysia must provide equal access for its competitors to its nationwide network.

between Telekom's competitors and foreign operators.

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Mutiara's main attraction for

## Swiss Telecom in Malay deal

By James Kyng  
in Kuala Lumpur

Swiss Telecom, Switzerland's national telecoms operator, signed an agreement yesterday to take a 30 per cent stake in Mutiara Telecom, one of five Malaysian operators with the authority to route international traffic.

The stake, which cost Swiss Telecom M\$710m (US\$285m), will be obtained by the purchase of new shares in the joint venture, which is 60 per cent owned by Mutiara and Mr Vincent Tan, chairman of the Berjaya Group, is the biggest share holder in Mutiara, with a personal stake of 48 per cent.

Mutiara's main attraction for

## Ford strengthens car hire side

By Richard Tomkins

Ford Motor, the US car manufacturer, yesterday surprised observers of the US car rental industry by announcing plans to take full control of Budget Rent A Car, one of the biggest US car hire companies. The move comes at a time when other US car companies are pulling out of the car rental business. Last year General Motors announced the sale of its National Car Rental, and Chrysler is seeking buyers for its Thrifty Rent-A-Car and Dollar Rent-A-Car units.

Ford has had an ownership stake in Budget since 1988, when it acquired the company's non-voting preferred stock.

Yesterday it said it planned to take control of the company by buying its common stock.

The move will result in an after-tax charge of \$457m to Ford's second-quarter profits because of write-downs in the value of loans made to Budget and the value of the non-voting shares.

## Matif and DTB consider extending link

By Andrew Jack in Paris

The French and German derivatives exchanges are renewing discussions about the development of a common clearing system for their products, after abandoning more wide-ranging co-operation plans earlier this year.

Matif in Paris and the Deutsche Borse in Frankfurt, which includes the DTB derivatives exchange, are considering an extension to their link, by which German products are traded electronically in France.

In a speech yesterday to a

conference organised by the development and lobbying group Paris Europe, Mr Jorg Franke, a director of the Deutsche Borse, said: "I think a common clearing system should be developed."

His comments came in the context of a talk on European monetary union, which he said would lead to greater globalisation of financial markets. He suggested the possibility of a European trading platform, uniform monitoring standards and accounting rules, and the harmonisation of clearing and settlement systems.

Mr Franke did not mention specific projects in conjunction with France, and argued that the systems could be harmonised "without this necessarily having to result in a single institution". However, a senior Matif executive confirmed yesterday that a common clearing system was one of several subjects being discussed with his German counterparts.

The developments come after the bodies governing the French and German financial markets announced in April that they were abandoning ambitions plans to form a joint

platform for both derivatives and equities products between the two countries.

The institutions stressed at the time that they were continuing to talk about other forms of co-operation, but have since been quiet. Further decisions and announcements are expected in the autumn.

Earlier discussions between Matif and the DTB - which led to the German trading link in Paris - were broadened after the DTB merged with the Frankfurt stock exchange last year.

The Paris stock exchange

then offered to provide its NSC equities computer system to Frankfurt as part of a wider co-operation. But the Germans decided instead to appoint Andersen Consulting to develop their new system.

Mr Franke said that to reduce costs and improve risk management, there was a need to bring together different "market segments" including the cash and derivatives markets, which would "ideally" be integrated into a European trading platform.

He also warned of the need for improved monitoring.

## Roche and Abbott seek Aids drugs go-ahead

By Daniel Green in Vancouver

Roche, the Swiss drugs company, and its US rival Abbott Laboratories plan to ask for approval of a new Aids treatment early next year, after publication yesterday of some of the most promising trials results released at this week's international Aids conference in Vancouver.

If successful, the two companies could extend their collaboration in research into sales and marketing, said Dr Andre Pernet, Abbott's vice-president of pharmaceuticals products R&D. Such an alliance would provide powerful competition for other Aids drug suppliers, especially Glaxo Wellcome of the UK.

The Roche/Abbott trial combines two of the newest drugs on the market, Roche's Invirase and Abbott's Norvir. The drugs, called protease inhibitors, have in the past only been combined with an older class of drugs, reverse transcriptase inhibitors, which include Glaxo's AZT.

After six weeks of the 48-week trial, the new combination looks as powerful as those involving AZT-like drugs.

The AZT-based drug cocktails excited researchers at the conference by cutting the levels of HIV in the blood to below detectable levels in most patients.

Investment bankers suspect Mannesmann may have to raise capital for the task. DBKOM has already started converting the network into a faster, digital one which can offer interactive services. It has laid 4,000km of fibre-optic cable and has said it wants to lay 14,000km by the end of 1998. Precedents from the UK, Europe's most liberalised telecoms market, suggest it will be an expensive operation.

Energis, the UK company which has been wrapping fibre-optic cable around electricity cables, has had to spend about £100m (£155m) to put fibre around 4,000km of cable.

Apart from the fibre-optics, there is the cost of the electronics needed to transmit along the fibre and switches to direct the traffic. It is unclear whether it will be more costly to wrap fibre around electricity cables or to lay it along DBKOM's existing network, but one London-based telecoms analyst suggests the operation may cost DM1.3bn (£853m).

Ironically, analysts point out, Mannesmann executives may yet be proved right about "commodity" prices for transmission capacity. The group should end up with a network to rival that operated by Deutsche Telekom - but this may in turn force down the cost of transmitting telecoms services and make it harder for Mannesmann to recoup its investment.

Having established that, Mannesmann needs to work out how much it will cost to upgrade DBKOM's 40,000km slow-speed, analogue network.

While DB would retain a majority stake - because the civil servants could not, under German law, be transferred to a private company - Mannesmann is likely to have management control, given that it is supplying the expertise.

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## COMPANIES AND FINANCE: UK

## Kvaerner to drop the Trafalgar name

By Andrew Taylor and Tim Burt

The Trafalgar House name, adopted by Sir Nigel Brookes when he founded the construction, engineering and shipbuilding group in 1956, is to disappear following the company's \$500m (\$1.4bn) purchase by Kvaerner, the Norwegian engineering and shipbuilding group.

Details of Kvaerner's plans to merge the two businesses, including moving the majority of its head office functions from Oslo to London, were announced yesterday.

The Norwegian engineering and shipbuilding group is dropping the name Trafalgar from six core operating divisions to be established after a 100-day review of the merged operations.

Mr Erik Tonseth, chief executive, said the executive vice-presidents in charge of each division - three Britons, one Swede and two Norwegians - would operate from a new headquarters building in London's West End, previously occupied by Inchcape.

Mr Tonseth predicted that the 400 headquarters staff currently employed by Trafalgar and Kvaerner would be reduced by about half, with most of the administrative functions moving to London. Oslo-based staff, however, are likely to be offered jobs elsewhere in the group in Norway.

The company's board will be run on continental European lines - comprising seven non-executive directors, all Norwegian, with Mr Tonseth represent-

ing the operating management. He said the composition of the board was expected to become more international, reflecting the changing nature of the business and its shareholders. Some 40 per cent of the shares are held outside Norway.

A further change for Trafalgar is that the group's results will be published quarterly, with their first contribution expected to be announced next month, together with Kvaerner's first-half figures.

Three former Trafalgar House managers are joining the new Kvaerner management team. Mr David Moorhouse will continue to run the John Brown engineering arm, to be renamed Kvaerner John Brown;

while Mr Mike Foster - managing director of the Davy metals processing business - will run Kvaerner Davy.

Trafalgar's general construction subsidiary will be called Kvaerner Construction and will retain Mr Keith Clarke as executive vice-president.

Mr Diderik Schmidel will head as head of Kvaerner's shipbuilding interests; Mr Tore Bergesen will head the oil and gas business; and Mr Roland Martin-Lof from Sweden will run the publishing equipment division.

Mr Peter Ward, chairman of Cunard, the luxury cruise line, will continue to oversee that business from New York. Mr Tonseth again confirmed it was a non-core business for the long-term, but ruled out an imminent sale.

£300m will pass to Isosceles but some creditors will get nothing  
Somerfield to float at 180p-190p

By David Blackwell

Somerfield, the UK's fifth biggest supermarket chain, has set an indicative price range of 180p to 190p a share for its flotation, valuing the company at \$540m-557m (\$842m-\$889m).

The prospectus, published yesterday, also showed that pre-forms pre-tax profits were £31.7m for the year to April 27. After a 23 per cent tax charge, earnings emerged at £23.5m, giving a historic p/e of 8.1-8.5.

Somerfield Holdings, the holding company, is selling all its 300m shares. In a complex series of transactions, it will pass at least £300m, excluding costs, through the ring fence to Isosceles, the former owner that acquired the chain when it was known as Gateway in a disastrous £2.1bn leveraged buy-out in 1989.

Isosceles will then be able to pay off its senior bank debt. A further £30m to £40m of the proceeds will cover costs, including indemnity fees, which Somerfield Holdings will pay.

Some Isosceles creditors - mostly the same banks that hold the senior debt, but also other shareholders and bondholders - will get nothing.

The new Somerfield plc, which will incur flotation costs of £2.75m, will be left with net debt of £135m, if the issue is got away at the bottom price. Pro forma interest cover is 7 times and gearing 50 per cent.

Somerfield Holdings will cease to exist, finally cutting the link between the supermarket chain and its history.

Mr David Simons, the chief executive who has steered the group into calmer waters since the turn-around of its ownership by Isosceles, believes the turnaround is only part-way to completed. "The group has potential for short, medium and long-term growth," he said yesterday.

Once flotation is completed, Mr Simons will qualify for a £5m bonus. But in order to stave off concerns that he will leave, he will be investing £2m of the bonus in the new shares. He and his management team have been tied to the group by means of an extensive incentive scheme.

The prospectus shows that the six-man team - currently paid between £125,000 and £215,000 - will be granted share options equivalent to four times salary and exercisable in another three years.



David Simons (right) watched by Martin Gatto, finance director

## Christie's lifts sales by 6%

By Antony Thornecroft

Christie's International, the auction house, recorded sales of \$468m (£378m) in the first half of this year, a 6 per cent gain in sterling terms and 2 per cent in dollars.

The European market proved slightly stronger than the American.

Lord Hindlip, chairman, reported "a general strengthening of the art market and underlying growth in most major categories."

This has been underpinned by the emergence of new buyers around the world and strong demand from established clients.

The figures are slightly better than anticipated.

Christie's had attracted some important American properties in the first half of 1995, notably the Harriman and Colin collections, and was doubtful whether it would match this turnover.

In the event it recorded its highest first half sales since 1990, when the total was \$700m.

In the autumn of that year the art market started to collapse and by the first half of 1991 sales had slumped to \$288m.

One director said Mr Tuckey's continued presence had become awkward, although it had been an agreed decision that he should leave.

"People had said to us they were surprised that the relationship had been maintained," he said.

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One director said Mr Tuckey's continued presence had become awkward, although it had been an agreed decision that he should leave.

He also emphasised the group's commitment to British suppliers, who accounted for nearly 80 per cent of goods, with another 10 per cent coming from continental Europe.

He warned that continuing success overseas "will depend to some extent on buying and selling internationally".

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JULY 12 1996

## MANAGEMENT

**F**or the past several weeks, the number two book on the New York Times best-seller list has been a work on management. It sits oddly between its upper and lower neighbours, the memoirs of a basketball player and yet another exposé of the O.J. Simpson trial. But while America turns out books on management in stunning profusion these days, they are rarely the stuff of popular culture.

Scott Adams's *The Dilbert Principle* is unusual in two respects. Adams is a professional humorist, whose Dilbert cartoons are syndicated in the American press. Also, management books are generally about managing. This one is about being managed; or rather, being re-engineered, downsized and generally messed about.

The success of the book is based largely on the quality of its jokes, but it also says a good deal about the mood of the American workforce. Adams is not one of your whimsical escapists; his view of office life leans rather to the grimly authentic.

He himself is the proud survivor of 17 years working in a cubicle for California's local phone company. Since his escape, he has been kept up to date by other inmates of corporate America, who send him bulletins on managerial folly over the Internet.

Decades ago, Adams reminds us, people believed in the Peter Principle, which stated that managers were promoted one step beyond the limit of their competence. Adams regards these days with fond nostalgia: a time when, as he puts it, "you had a boss who was once good at something".

Instead, he now proposes the Dilbert Principle. This says that the least effective workers get systematically moved to management as the place where they will do least harm. "Leadership", Adams says, "is nature's way of removing anchors from the productive flow."

There is supporting evidence from



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## Dilbert's view

Tony Jackson on a new book about being managed

his e-mail correspondents. One anonymous high-tech company, we are told, introduced two programmes simultaneously: one for "individual quality enhancement", the other for random drug testing. In another company, an employee proposed the setting of priorities as a means of best-employing scarce resources. His manager's response: "Why can't we concentrate our resources across the board?"

Adams also points to the managerial habit of uttering absurdities and expecting to be believed. An obvious case is the corporate mission statement, which he briskly defines as "a long awkward sentence which demonstrates management's inability to think clearly".

He is more exercised by what he bluntly terms Great Lies of Management. Any experienced employee will recognise the kind of thing he means: "We reward risk-takers"; "I have an open-door policy"; "Employees are our most valuable asset".

Take the last of these, he says.

Suppose your departmental head breaks his chair, and there is no money in the budget for a new one. Will he: 1) sit on the floor till the next budget cycle; 2) settle for a lower-grade chair; 3) omit to fill the next departmental vacancy and buy a new chair from the savings?

Or take the statement "our future is bright". How likely is it that your boss can forecast the future? And if he can, why is he working for your company instead of making a fortune playing the stock market?

In Adams's cartoons, managers are drawn to the latest nostrums like moths to a candle. "We decided to use humour in the workplace," the boss tells a group of workers. "Experts say humour eases tension, which is important in times when the workforce is being trimmed." "Knock knock." "Who's there?" "Not you any more."

There is a serious point behind all this. Conventional books on management often carry a hint of fraudulence. Their tone of simplified promise - *Eight Winning Strategies, Ten Vital Trends* and so forth - is

too reminiscent of those popular magazines which offer five easy ways to a smaller belly or a better sex life.

As a general rule, people who can follow a simple slimming regime do not get fat in the first place. On the same principle, those managers whose companies stand in need of radical change may not be the best people to effect it.

Despite that, the restructuring of corporate America continues apace. This must be beneficial overall, and in some cases is spectacularly successful. Logic also suggests that Adams must be right, and that much of the time the bunglers are in charge.

Karl Marx might have seen this book and its reception as a protest against the injustices of late 20th century capitalism. The reality is nothing of the sort: but it is good to see that the foot soldiers in America's corporate revolution, like Russia's under the communists, have not lost their sense of humour.

\*HarperBusiness, \$20.00.

## Talking about communication

It's good to talk. But while excellent internal communications can make a real difference to the performance of an organisation, putting an effective system in place is not so easy.

According to a study\* of best practice by Lumina, management consultants specialising in building communications during times of corporate change, there may be numerous barriers to overcome if the right message is to get through to all employees.

These can include the need to protect confidentiality, countless hierarchical layers and a readiness to use technology rather than face-to-face contacts.

But Lumina's study of communica-

tions systems within 31 of the UK's biggest companies also highlights more worrying obstacles. These include the presence of corporate "fiefdoms" more interested in internal than external competition, lack of trust in management which prevents employees in high-achieving, "macho" companies from speaking out and poor personal communication skills.

Too many organisations simply

son who must play a critical role in getting things right, although he or she does not necessarily have to dedicate enormous amounts of time to the issue.

Active and visible involvement is vital. The chief executive should be ready to go on "walk-about" around his empire and must act as a role model in terms of openness and accessibility to people. "Lip service is not enough," the report insists.

\*Communicating Companies. A study of Best Practice in Internal Communications. Lumina Consulting, Chequers Hill, Amersham, Bucks HP7 9DQ.

Michael Cassell

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Too much sodium in the diet raises blood pressure but too little is also dangerous, says Carol Cooper

## Grains of truth about a pinch of salt

Sodium is essential to blood pressure regulation but excess dietary salt, according to a lecture I attended as a medical student, is dangerous. We struggled to keep awake and I recall thinking that preservatives about salt and blood pressure were as exciting as the insulin diets they advocated.

That salt helps regulate blood pressure is beyond doubt, but does eating too much of it cause hypertension (high blood pressure)? To elucidate this, an independent, international study, Intersalt, looked at the salt - or, more exactly, the sodium - balance of more than 10,000 people in 32 countries.

The results, recently published in the British Medical Journal, support a strong link between excess salt and hypertension, and also suggest that a habitually high salt intake is one reason that blood pressure rises with age in most parts of the world.

Moreover, Intersalt data indicate that, if adults were to cut their salt intake by 50 per cent or more, their blood pressure would drop and they might have substantially less heart disease and fewer strokes.

Almost all the published

evidence points the same way. In one study, the inhabitants of an entire Portuguese village reduced their salt consumption, lowering their blood pressures significantly when compared with another village. In adult patients with hypertension, small restrictions in salt can cause a worthwhile drop in blood pressure, similar to the effect of some blood pressure pills - but this does not work for everyone, and may do little for hypertensive patients under 45.

Conclusive proof is one thing that Intersalt and other studies do not provide. It has also been proposed that a high salt intake might worsen osteoporosis (brittle bones), and that it could aggravate or precipitate asthma - all this is speculative and to date salt has

not been shown to be the bogeyman some people suggest.

In 1984 one of the groups advising the UK government's Committee on Medical Aspects of Food Policy recommended a reduction in daily salt intake from 9g to 6g. This never became official policy in Britain although other countries, such as the US and Scandinavia, have low-salt content.

The Salt Institute in the US has tried to discredit some of the evidence by arguing that the latest Intersalt study was flawed in its analysis. This seems unlikely. But the Salt Institute is right in believing that the issue can only be firmly resolved by changing a population's salt intake and seeing what happens.

Salt may be important but it is not the only factor. Both weight

and heavy drinking put up blood pressure. And it might be unwise to reduce salt too much during hot weather because some is lost in perspiration. Normally, replacement by dietary salt is easy because common foods contain so much. But anyone who loses their appetite in hot weather may suffer the effects of too little sodium - although the body acclimatises to hot weather by producing sweat with a lower salt content.

Although there are now alternatives to salt as a preservative, we seem unable to do without it and other salt-containing additives.

Bread and convenience foods are leading sources of salt in Britain - the average fish pie contains 1g of sodium per portion. Other flavourings that liven up the taste of prepared food are much more

more used to get used to the taste of low-salt food even after adding pepper, herbs, garlic or lemon juice to spice it up.

Then there is hidden salt. It is possible to avoid adding it at table, but about three-quarters of the salt in the western diet comes from processed foods.

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and heavy drinking put up blood pressure. And it might be unwise to reduce salt too much during hot weather because some is lost in perspiration. Normally, replacement by dietary salt is easy because common foods contain so much. But anyone who loses their appetite in hot weather may suffer the effects of too little sodium - although the body acclimatises to hot weather by producing sweat with a lower salt content.

Anyone on a very low-salt diet should be aware of the symptoms of salt deficiency - lethargy, headache, giddiness and muscle cramps.

The author is a London GP.

This announcement is addressed only to holders of the Notes ("Noteholders") and is neither an offer to purchase nor a solicitation of an offer to sell these securities. The offer (the "Offer") is made solely by the Conditional Fixed Price Tender Offer dated July 12, 1996 (the "Conditional Fixed Price Tender Offer"), and only to, and is capable of being accepted only by, Noteholders. The Offer is not being made to, nor will tenders be accepted from or on behalf of Noteholders residing in any jurisdiction in which the making of the Offer or acceptance thereof would not be in compliance with the securities or other laws of such jurisdiction.

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July 12, 1996



treasuries gain  
in sharp fall  
stock prices

GOVERNMENT  
BONDS

FINANCIAL TIMES FRIDAY JULY 12 1996

MARKETS REPORT

Falling Wall Street nudges dollar lower

By Robert Chote

A sharp fall in Wall Street share prices pushed the dollar slightly lower in yesterday's late European trading, enlivening an otherwise uneventful day in the currency markets.

The dollar spent most of the European day moving in a painfully narrow range, with the holiday season exerting a sporadic influence on activity. In London it closed almost 0.3 pence lower at DM1.5217, with the pound gaining 0.22 cents to reach \$1.5557. Against the Japanese currency, the dollar gained just over a tenth of a yen to finish at Y110.235.

With the Dow Jones industrial average falling nearly 100 points by the New York mid-morning the dollar was sold against both D-marks and Swiss francs. But long-term positions bolstered the dollar against the Japanese currency. The Dow's fall also weakened the Mexican peso.

Mr Jean Arthur, the French

finance minister, noted that the Group of Seven leading industrial nations had been satisfied by the dollar's rise since last year, but he told an investment conference that there was still scope for the US currency to strengthen further.

Figures from the US labor department showing a 369,000 rise in initial jobless claims in the first week of July had little impact on the currency. This was the highest figure since April 20, but only 14,000 higher than Wall Street economists had on average expected.

There was little movement among the European currencies, with the Bundesbank fulfilling expectations by leaving interest rates on hold. Sterling shed a tenth of a pence to finish at DM2.3675, while the

ECB's Padoa-Schioppa said that it would become "extremely difficult" to make necessary structural adjustments to labour markets once countries were participating in a single

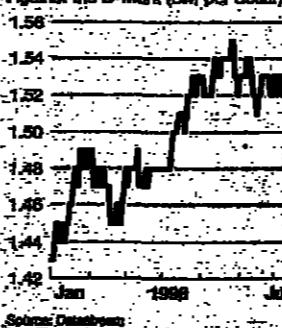
French franc rose a tenth of a centime against the D-mark to close at FF21.384. The D-mark was unchanged against the Italian lira at L1007.

■ Mr Howard Davies, the deputy-governor of the Bank of England, predicted yesterday that France and Germany would not meet the government borrowing targets laid down for participation in a single European currency, unless they did more to cut public spending or increase revenues.

In a speech to lawyers in Cambridge, England, Mr Davies drew on forecasts by the Organisation for Economic Cooperation and Development, concluding that the unforeseen economic slowdown over the past year had put budget deficits under pressure.

Mr Davies also warned that it would become "extremely difficult" to make necessary structural adjustments to labour markets once countries were participating in a single

Dollar  
Against the D-Mark (DM per dollar)



Source: Deutsche Presse-Agentur

currency. The required steps therefore had to be taken before Euro got under way.

■ The dollar has been little affected in recent days either by complaints from US exporters that it may be too strong or by a research paper from the US Federal Reserve which has undermined expectations of a near-term rise in interest rates.

"Dollar/D-mark is still propped up by central banks and the fundamentals will be increasingly against it," said Ms Alison Cottrell, at PaineWebber. She noted that Mr Arthur's support for a stronger dollar was only significant to the extent that it mirrored the views of the Bundesbank.

In a few weeks time the Bundesbank would have to bite as well as bark if it wished to keep the dollar up, Ms Cottrell added. During the holidays any comment from the Bundesbank suggesting that the dollar had risen enough could have a big impact.

Mr Ian Gunnar, at Chase, said that the dollar was looking top-heavy. He predicted that there might be a correction to come, although it would not be a big one.

Mr Kit Juckes, at NatWest Markets, said that Mr Alan Greenspan, the Fed chairman, could send the dollar higher if he talked tough at this month's Humphrey Hawkins testimony:

"We are creating good conditions for another dollar rally".

Technical analysts are looking for the dollar to get it could drift lower. Mr Mark Cliffe, at HSBC Markets, predicted that the dollar was more likely to fall below Y110 than to strike out for Y120.

■ Sterling's trade-weighted index ended the day unchanged at 85.6 per cent of its 1990 value. June's UK inflation figures came in much as expected, with the headline rate edging down from 2.2 to 2.1 per cent in June. Currency strategists remain nervous of further base rate cuts, given the chancellor's lack of scope for fiscal relaxation.

■ The dollar's

WORLD INTEREST RATES

	July 11	Over night	One month	Three months	Six months	One year	Lond. Int.	Dis. rate	Rate
Belgium	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	7.00
week ago	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	2.50
France	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	5.50
week ago	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.50
Germany	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	2.50
week ago	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.50
Iceland	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	6.25
week ago	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	6.25
Italy	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	9.00
week ago	10.6	10.6	10.6	10.6	10.6	10.6	10.6	10.6	9.00
Netherlands	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.50
week ago	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.50
Spain	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.50
week ago	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.50
US	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.50
week ago	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.50

■ 3 LIBOR FT London Interbank Funding

week ago - 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5

US Dollar CDs - 6.20 5.35 5.35 5.35 5.35 5.35 5.35 5.35 5.35

week ago - 5.20 5.27 5.42 5.74 5.74 5.74 5.74 5.74 5.74

ECU Limited Do - 4.5 4.5 4.5 4.5 4.5 4.5 4.5 4.5 4.5

week ago - 4.5 4.5 4.5 4.5 4.5 4.5 4.5 4.5 4.5

Swiss Franc - 3.5 3.5 3.5 3.5 3.5 3.5 3.5 3.5 3.5

week ago - 3.5 3.5 3.5 3.5 3.5 3.5 3.5 3.5 3.5

US Dollars - 2.7 2.7 2.7 2.7 2.7 2.7 2.7 2.7 2.7

week ago - 2.7 2.7 2.7 2.7 2.7 2.7 2.7 2.7 2.7

US - 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5

week ago - 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5 5.5

■ LIBOR Interbank funding rates are offered rates for \$10m quoted to the market by four reference banks at 11am each working day. The banks are: Bankers Trust, Bank of Tokyo, Barclays and National Westminster. Mid rates are shown for the domestic Money Rates, US CDs, ECU and SDR Limited Deposits (DM) rates are shown for the domestic Money Rates, US CDs, ECU and SDR Limited Deposits (DM)

EURO CURRENCY INTEREST RATES

July 11 Short term 7 days notices One month months Three months Six months One year

Belgian Franc 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4

Danish Krone 4.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5

D-Mark 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5

Dutch Guilder 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4 - 3.4

French Franc 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5

German Mark 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5 - 3.5

Greek Drachma 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5 - 2.5

Icelandic Króna 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

Irish Pound 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

Italian Lira 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

Japanese Yen 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

Swiss Franc 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

UK Pound 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

US Dollar 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5 - 1.5

■ THREE MONTH FORWARD INTEREST RATES (LIBOR) DM100 points of 100%

Open Sett. price Change High Low Est. vol. Open Int.

Sep 95.02 95.02 - 0.02 95.02 95.02 95.02 95.02

Dec 95.84 95.83 - 0.01 95.83 95.83 95.83 95.83

Mar 95.57 95.56 - 0.01 95.56 95.56 95.56 95.56

■ THREE MONTH FORWARD INTEREST RATES (LIBOR) DM100 points of 100%

Open Sett. price Change High Low Est. vol. Open Int.

Sep 91.71 91.70 - 0.01 91.70 91.70 91.70 91.70

Dec 92.16 92.15 - 0.02 92.15 92.15 92.15 92.15

Mar 92.31 92.30 - 0.03 92.30 92.30 92.30 92.30

Jun 92.32 92.35 - 0.05 92.35 92.35 92.35 92.35

■ THREE MONTH FORWARD INTEREST RATES (LIBOR) SF100 points of 100%

Open Sett. price Change High Low Est. vol. Open Int.

Sep 97.31 97.32 - 0.03 97.32 97.32 97.32 97.32

Dec 97.12 97.12 - 0.02 97.12 97.12 97.12 97.12

Mar 96.91 96.90 - 0.02 96.90 96.90 96.90 96.90

Jun 96.81 96.80 - 0.02 96.80 96.80 96.80 96.80

■ THREE MONTH FORWARD INTEREST RATES (LIBOR) SF100 points of 100%

Open Sett. price Change High

## COMMODITIES AND AGRICULTURE

## Fischler may reveal meat market plan next week

By Neil Buckley in Brussels and Deborah Hargreaves in London

Mr Franz Fischler, the European Union agriculture commissioner, may unveil as early as next week his plans to curb beef production and rebalance the European beef market in the wake of the "mad cow disease" crisis.

Although ministers had given Mr Fischler until September to present the plans, the commissioner is keen to publish them before the commission's August recess, so that action can be taken quickly in the autumn. He warned this week that "urgent measures" were needed to rebalance supply and demand - with beef consumption down 11 per cent since the mad cow crisis began - to safeguard the jobs of millions of producer.

Several adjustments to the market are understood to be under discussion, although the final shape of the plans is still to be decided. Measures include raising premiums paid for calves sent to slaughter, and reducing the weight limits for cattle bought into intervention - in other words, to support the market - by the European Commission.

Another plan already proposed as part of this year's reform of beef pricing includes abolishing the second of the two premiums, or subsidies, that farmers receive on cattle, and increasing the first premium. That might persuade farmers to slaughter cattle at a younger age, so reducing slaughter weights.

Officials are also looking at stocking rates, or the number of cattle per hectare on which

farmers are entitled to receive premiums.

Costs of the programme have yet to be determined, but the commission has repeatedly warned that no further funding for the beef market is available from this year's budget. Officials say the programme may have to be funded by reducing subsidies to arable farmers.

EU ministers have already complained that arable subsidies are too high, as the anticipated price cuts they were designed to compensate for have not occurred.

If Mr Fischler's plans were published next week, they could be given a first reading by EU agriculture ministers at a meeting scheduled for July 22. But the European Parliament must give an opinion before they can be voted on by ministers - likely to postpone a vote until September.

The crisis over bovine spongiform encephalopathy will slash farm incomes in the EU by Eu2.1bn or 3.6 per cent next year, according to a report by Produce Studies Group, a food consultancy. This will out much of the 4.6 per cent jump in earnings that occurred from 1994 to 1995.

"Clearly, some farms are suffering a disastrous income loss such as a specialist meat beef herds in the UK and beef lots in Italy," said Mr Tony Houghton, director of Produce Studies. Other producers such as pig farmers were benefiting from a rise in demand and prices, but, overall, the farming industry would suffer a net loss, Mr Houghton said.

The drop in incomes is expected to result from a 1.1 per cent decline in beef consumption next year compared with 1995.

## Mouse 'plague' threatens Australian crops

Australia could face a mouse plague if steps are not taken to stem a recent build-up in the pests, Mr Xavier Martin, chairman of the New South Wales Farmers Association's grains

committee, warned yesterday, reports Reuters from Sydney. Fast, efficient and safe control of mice was possible with strichine, he said. But farmers should be looking at pre-

vention in the first instance, perhaps by using perimeter baits. Farmers could not stand by and watch their first major crop in years be decimated, he added.

Although the state government has stepped up security at Baramura, close to the state capital, six security people were killed. Besides threat and violence, the insurgents are resorting to large-scale stealing of materials from the work sites. Even then, we are not thinking of pulling out of the state,"

he said.

Officials are also looking at

stocking rates, or the number of cattle per hectare on which

## Soyabean futures prices soar in Chicago

By Lauri Morse in Chicago

Soyabean futures prices soared on the Chicago Board of Trade yesterday, extending a four-day rally, as traders considered the prospects for the US's freshly-planted soybean crop.

The beans, used principally to supply vegetable oil, with the remaining meal supplying high-protein feed for beef and pigs, are a critical factor in rebuilding US grain stocks this year.

CBOT traders pushed prices higher as meteorologists scaled

back their outlook for weekend rains in the eastern corn (maize) belt, where the bulk of the nation's soyabeans are grown.

The eastern corn belt has had below-normal precipitation, and the forecasts for this weekend are dry," said Mr Paul Matthews, grains analyst for the brokerage firm Rethco.

With late-planted soyabeans just emerging, traders believe that unseasonal dryness could trim yields.

Talk that China had pur-

chased between 100,000 and 200,000 tonnes of US soyabeans for shipment in August and was also in the market for soyabean meal gave further support to prices, although traders said the rumours, which had not been confirmed, had been circulating in the grain pits for several days, diminishing their impact yesterday.

Prices for soyabeans for November, the first new crop, were up 60 cents per bushel for the week by mid-May, touching \$7.874 a bushel, and after easing back early in the

afternoon they rallied to settle at that level, up the permissible 30 cents daily limit from Wednesday's close.

"The next three weeks are a critical development period for soyabeans," said Mr Dale Gustafson, Smith Barney's commodity analyst. With stocks of other feedgrains, particularly maize, critically short, the markets are unusually concerned with the progress of the new crop.

"We're counting heavily on big recoveries in production this year, and we need everyth-

ing to go right with the new crop," Mr Gustafson said. "So far, very little has gone right."

Analysts said today's US Department of Agriculture crop production report is expected to show only small adjustments to the government's June estimates of acreage planted to maize and soyabeans and should not have a major impact on market sentiment.

CBOT maize and wheat futures were also strong yesterday with the former gaining 12 cents at \$4.211 a bushel and the latter 15 cents to \$4.07.

## Tribal violence stalls Indian gas search

Kunal Bose reports on exploration and production problems in the state of Tripura

Tribal violence in the north-east Indian state of Tripura is seriously hindering efforts to develop the region's gas resources. The Oil and Natural Gas Commission, India's largest hydrocarbons group, wants to drill new gas wells but it is finding it difficult even to find gas from many of its existing facilities in the face of sustained violent campaign by the tribal insurgents.

The ONGC, which has discovered the country's second largest non-associated gas

field in Tripura and invested over Rs1.3bn (\$170m) there, is not venturing into areas where the wings of All Tripura Tiger Force and the National Liberation Front of Tripura run.

"The law and order situation has deteriorated in the last few years," says Mr Kharak Singh, general manager of ONGC. "Two of our officers were kidnapped in July 1994 near the drilling site at Adai and then again in an ambush at Agartala Dome, close to the state capital, six security people were killed. Besides threat and violence, the insurgents are resorting to large-scale stealing of materials from the work sites. Even then, we are not thinking of pulling out of the state,"

he said.

Although the state govern-

ment has stepped up security for ONGC staff the company has suspended drilling in a number of places, including Baramura, the most promising gas-bearing structure identified so far, Kholab, Langai and Langtarai. "We have identified

recoverable reserve of 15.01bn cu m," says Mr Singh. "Our rate of success in striking gas in Tripura is the highest in the country. The wells in Rokhia, Baramura and Agartala Dome have a capacity to produce 1.8m cu m a day."

"We have identified 21 new locations for drilling at Baramura. But we are in no position to start the work"

ONGC has an important role to play in the state's development.

But while the insurgent groups are in a position to ask the ONGC to pay a huge amount as income tax and take out licences for exploration and drilling work, the state's most important resource cannot be exploited fully. ONGC's geological surveys have established 14 subsurface domal features and one subsurface domal feature as prospective fields.

The per capita income of the people in Tripura is less than Rs4,500 against over Rs10,000 for the country," he said. "The tribals are not demanding an independent country and they have never said that the exploration of gas, which happens to be the

"The ONGC had so far drilled 80 wells in seven of the 15 identified prospects - 41 turned out to be gas-bearing and 35 wells were dry. The status of four other wells is yet to be established. Drilling of the wells has established gas reserve of 26.63m cubic metres and a net

in that expectation that the state will be able to contain the insurgency the ONGC is planning to step up investment in Tripura to Rs3bn during India's ninth five-year plan beginning April 1, 1997 from Rs2.25bn in the current plan period. "We will take up 23 wells for exploration and development during the ninth plan. But what must simultaneously be done is to develop industries based on gas," said Mr Singh.

The federal government wants other agencies besides the ONGC to be involved in gas exploration and production in Tripura. It has invited international bids for areas including Jampani, Sakhia, south of Harangani, Langtarai, parts of Tolumura and parts of Astarmera. Many foreign and Indian

## JOTTER PAD

## CROSSWORD

No. 9,118 Set by GRIFFIN

### London Traded Options

Strike price \$ terms - Calls - Puts -

■ ALUMINUM (30,000 lbs) LME Sep Dec Sep Dec

14000 19 112 17 23

15000 3 25 149 137

■ COPPER (Grade A) LME Sep Dec Sep Dec

17000 204 205 35 73

18000 188 205 35 72

19000 3 10 117 100

20000 70 110 125 100

21000 110 119 125 105

22000 88 100 130 107

23000 71 85 122 100

24000 16 20 100 95

25000 16 20 100 95

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• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

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## ALCOHOLIC BEVERAGES

ABV Distillers	100
Barry's	100
Bell's	100
Bell's & Taylor	100
Bell's & Taylor (L)	100

## BANKS, MERCHANT

Barclays	100
Barclays (L)	100
Barclays (S)	100
Barclays (T)	100
Barclays (W)	100

## BANKS, RETAIL

Barclays	100
Barclays (L)	100
Barclays (S)	100
Barclays (T)	100
Barclays (W)	100

## BREWERY, PUBS &amp; REST

Barry's	100
Barry's (L)	100
Barry's (S)	100
Barry's (T)	100
Barry's (W)	100

## BUILDING &amp; CONSTRUCTION

Barry's	100
Barry's (L)	100
Barry's (S)	100
Barry's (T)	100
Barry's (W)	100

## BUILDING MATS. &amp; MERCHANTS

Barry's	100
Barry's (L)	100
Barry's (S)	100
Barry's (T)	100
Barry's (W)	100

## CHEMICALS

Barry's	100
Barry's (L)	100
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Barry's (T)	100
Barry's (W)	100

## CHEMICALS - Cont.

Barry's	100
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## CHEMICALS - Cont.

Barry's	100
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## DISTRIBUTORS

Barry's	100
Barry's (L)	100
Barry's (S)	100
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## ELECTRONIC &amp; ELECTRICAL EQPT - Cont.

Barry's	100
Barry's (L)	100
Barry's (S)	100
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## EXTRACTIVE INDUSTRIES - Cont.

Barry's	100
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## ENGINEERING

Barry's	100
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## FOOD PRODUCERS

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## FOOD PRODUCERS - Cont.

Barry's	100
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## MARKET REPORT

## Big slide on Wall St wipes out London's gains

By Steve Thompson,  
UK Stock Market Editor

A promising start to the day by UK equities was demolished during the early afternoon by another slide by Wall Street, which threatened to register its second 100-point fall on the Dow Jones Industrial Average in six days.

Wall Street's retreat was prompted by a profit warning issued by Hewlett Packard, the US computer group, whose shares fell sharply at the opening, dragging down other high-technology stocks. The Hewlett Packard news had all the more impact on Wall Street, given the poor second-quarter fig-

ures released by Motorola earlier in the week.

But Mr Bob Semple, equity market strategist at NatWest Securities, said the fall on Wall Street was "specific to technology stocks and therefore of less concern to London. The worries for London will come if the Dow breaks down below 5,400."

UK shares had quietly repaired the damage inflicted by last Friday's 115-point slide in the Dow and at one stage, very early in the session, looked like providing the ammunition to take the Footsie near to the 3,800 level.

Ahead of a respectable June inflation report, the Footsie kicked off the session in good heart and posted

an 11-point plus rise within 30 minutes.

A minimal rise in inflation during June, giving a year-on-year increase of 2.1 per cent, was seen as doing little harm to the chances of a further reduction in UK interest rates before the end of the year.

The gilt market gave some early cause for concern, with the 10-year issue slipping back four ticks, before rallying to eventually close 7 ticks higher.

The news from the US wiped out the remnants of a good early gain in the FT-SE 100 index. With the Dow on the slippery slope, London never looked like panicking but retreated in orderly fashion, finally closing a

net 16.8 off at 3,749.0, a shade above the day's low.

Just as the second line stocks never really mirrored the gains of the leaders, they held up rather better than the front line issues in the afternoon, leaving the FT-SE Mid 250 index 8.5 down at 4,423.5.

Commenting on the latest move by Wall Street, a senior marketmaker at one of the European brokers said London had put up an impressive performance: "There was no panic here, just a measured reaction; there does seem to be evidence of a decoupling of European markets from Wall Street."

He said the market would adopt a "wait and see" attitude and pointed

out that US bonds had given a resolute showing yesterday, posting small gains during early trading. Another top trader said he would want to see the US equity market register a three-figure fall on consecutive days before he became overly worried about London.

London's overall lack of enthusiasm in the face of the Dow's drop was illustrated by the low level of turnover in equities. At the 6pm count turnover was a poor 68.3m shares, split pretty evenly between Footsie and non-Footsie stocks. Rather surprisingly, the value of genuine customer business on Wednesday was £2bn, the highest daily total since June 20.

## ICI steers clear of sell-off

ICI stood tall amid the general unhappiness as some investors who had sold it down over the April profits warning decided enough was enough.

The gain of 14 to 15, assisted by a certain amount of buying by US investors, continued a rehabilitation begun a week ago, after the stock touched a six-month low.

There has been no significant fundamental change in the company's fortunes. However, most brokers had set price targets of between 750p and 780p, and once the shares moved below the upper end of that range some removed their sell recommendations and took a more neutral stance.

While the removal of pressure has allowed the shares to drift higher, they still remain a considerable distance from the 854p peak achieved in April. At its current level, ICI is on a prospective yield premium to the market of about 12 per cent.

The interim figures are due two weeks time.

## Barclays rumours

Although Barclays traded water yesterday, bank sector dealers were beginning to speculate about big corporate changes at the time of the interim figures due for release early next month.

There is a feeling that Barclays is keen to divest part or

all of its BZW securities arm, and the possibility has been mooted that Commerzbank of Germany, would be a willing buyer.

Credit Lyonnaise, Laing believes the investment banking side is worth up to £2bn, while the asset management side could attract about £1bn.

Also, Barclays is throwing off cash and the possibility of a share buy-back is becoming more probable by the day. Barclays shares finished 3 easier at 793p, although turnover remained relatively light at 2.9m shares.

Great Universal Stores fell 35p as from analysts were disappointed by full-year results and a trading update.

There was also disappointment because there was no indication as to whether the group will launch a share buy-back.

NatWest Securities downgraded its forecast from 857p to 867p, while the more bearish UBS reduced its estimate from 860p to 857p, excluding VAT rebates. BZW remained a buyer of the stock, with some optimism over the medium term under the group's new management.

There was a mixed response to Marks and Spencer, which slipped 3 to close at 484p after the annual meeting that neither overly excited nor disappointed analysts.

Forecasts were slightly adjusted to form a tighter cluster than the previous wide range. Analysts said M&S was confirming that consumption was picking up, but GUS's results showed the recovery to be selective.

Airbus speculation got behind British Aerospace, with

the London market awash with rumours of an imminent big order.

Best bets centred on a contract for 45 jets worth £1.8bn from GE Capital Aviation, part of General Electric, of the US, and a major aircraft leasing company. Reports from Paris suggested that Airbus could sign a deal next week.

It was heady stuff, and BAE, which has a 20 per cent stake in the Airbus consortium, finished 5 up at 963p, after 957p.

Sentiment was also bolstered by talk of a better than expected Saudi Arabian budget.

British Gas improved 2 to 1871/2, as one of the longest standing bears of the stock finally decided it looked cheap enough to buy.

Aggregates deals are something of a City theme at the moment. French giant Lafarge has an agreed deal on the table for Ennemis, in which RMC has a 3 per cent stake and Redland a 41 per cent holding.

Energy analyst Ms Irene Hima said: "The stock has collapsed on the back of the regulatory review. We believe the dividend will be cut by 25 per cent to 11p but, on our forecasts, that implies a share price of 215p."

Aggregates leader Tarmac bounced 34p to 108p to claw back part of Wednesday's share-out and head the FT-SE Mid 250 index rankings in the process.

Amid vague talk of the bid spotlight falling on Tarmac as a result of the takeover saga surrounding the aggregates group, Ennemis there was no shortage of buyers around. Volume was substantially above average at 9.7m shares.

Aggregates deals are something of a City theme at the moment. French giant Lafarge has an agreed deal on the table for Ennemis, in which RMC has a 3 per cent stake and Redland a 41 per cent holding.

## FINANCIAL TIMES INDEXES

Jul 11 Jul 10 Jul 9 Jul 8 Jul 5 Yr ago \*High \*Low

Ordinary Share 2760.8 2768.2 2765.8 2743.3 2745.4 2805.2 2802.4

Ord. div. yield 4.0% 4.0% 4.0% 4.0% 4.1% 4.1% 3.7%

P/E ratio net 16.32 16.40 16.30 16.25 16.12 17.28 15.98

P/E ratio 16.23 16.30 16.21 16.15 16.13 16.85 15.76

Ordinary Share index (compared high 2882.5 19/04/95; low 48.4 28/04/95. Data: Dec 1/95)

Ordinary Share index changes

Open 10.00 11.00 12.00 13.00 14.00 15.00 16.00 High 17.00

Jul 11 2772.8 2777.7 2779.5 2778.0 2778.0 2780.8 2780.6

Jul 11 10.22 26.145 29.123 32.026 30.998 34.813

Equity turnover (M£) 204.8 182.5 138.1 178.5 154.5 174.0 174.0

Equity bargainer -3.97 1.88 36.188 36.936 37.405 37.397 37.397

Shares traded (M£) 756.7 576.0 515.1 577.1 572.1 572.1 572.1

Excluding intermed. business and overseas trading.

FT-SE ARM 1073.10 1075.10 1077.10 1078.20 1086.20 -1140.40 957.00

FT-SE All Share 1073.10 1075.10 1077.10 1078.20 1086.20 -1140.40 957.00

FT-SE All Share data

Week Highs and Lows 52.90 52.90 52.90 52.90 52.90 52.90 52.90

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July 11 Data based on Equity shares listed on the London Stock Service.

For 1995.

FT-SE All Share data

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## **NEW YORK STOCK EXCHANGE PRICES**

Reach for it

If the business decisions are yours,  
the computer system should be ours.

HEWLETT  
PACKARD

4 pm close July 11

## NYSE PRICES

Stock	Div.	W	Y	52	High	Low	Close	Chg.
<b>Continued from previous page</b>								
205 252 2052	0.05	0.5	51.07	14.02	15	14	14.02	-0.05
217 217 2053	0.05	0.5	72.02	14.02	15	14	14.02	-0.05
218 218 2054	0.02	0.2	66.07	45.02	45	45	45.02	-0.05
219 219 2055	0.02	0.2	11.01	12.02	12	12	12.02	-0.05
220 220 2056	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
221 221 2057	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
222 222 2058	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
223 223 2059	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
224 224 2060	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
225 225 2061	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
226 226 2062	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
227 227 2063	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
228 228 2064	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
229 229 2065	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
230 230 2066	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
231 231 2067	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
232 232 2068	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
233 233 2069	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
234 234 2070	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
235 235 2071	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
236 236 2072	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
237 237 2073	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
238 238 2074	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
239 239 2075	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
240 240 2076	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
241 241 2077	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
242 242 2078	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
243 243 2079	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
244 244 2080	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
245 245 2081	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
246 246 2082	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
247 247 2083	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
248 248 2084	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
249 249 2085	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
250 250 2086	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
251 251 2087	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
252 252 2088	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
253 253 2089	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
254 254 2090	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
255 255 2091	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
256 256 2092	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
257 257 2093	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
258 258 2094	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
259 259 2095	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
260 260 2096	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
261 261 2097	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
262 262 2098	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
263 263 2099	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
264 264 2100	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
265 265 2101	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
266 266 2102	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
267 267 2103	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
268 268 2104	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
269 269 2105	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
270 270 2106	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
271 271 2107	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
272 272 2108	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
273 273 2109	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
274 274 2110	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
275 275 2111	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
276 276 2112	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
277 277 2113	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
278 278 2114	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
279 279 2115	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
280 280 2116	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
281 281 2117	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
282 282 2118	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
283 283 2119	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
284 284 2120	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
285 285 2121	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
286 286 2122	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
287 287 2123	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
288 288 2124	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
289 289 2125	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
290 290 2126	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
291 291 2127	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
292 292 2128	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
293 293 2129	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
294 294 2130	0.02	0.2	12.26	12.02	12	12	12.02	-0.05
295 295 2131	0.02	0.2	12.26	12.02				

## AMERICA

## Hewlett adds to worries in high-techs

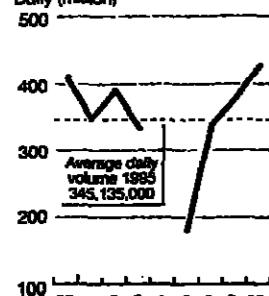
## Wall Street

A sharp sell-off in technology stocks again spread to drag down the wider US stock market, as worries over the outlook for corporate profits erupted, writes Maggie Urry in New York.

Hewlett-Packard, the computer group, took over the role that Motorola had played on Wednesday, by announcing poor trading news after the market had closed the previous night.

By lunchtime yesterday the Dow Jones Industrial Average had come off its lows, which had taken it within two points of a 100-point drop by mid-morning. At 1 pm the Dow was 75.36 points lower at 5,523.36, a drop of 1.3 per cent. The Standard & Poor's 500 index fell 9.06

NYSE volume



to 647.00, and the American Stock Exchange composite was 10.47 lower at 551.34. NYSE volume was 287.3m shares.

Harshest hit, though, was the Nasdaq composite, with its heavy weighting of technology stocks, and other similar indices. The Nasdaq dropped 31.95 to 1,108.24, a 2.2 per cent decline, while the Pacific Stock Exchange technology index was down 3.8 per cent.

Hewlett-Packard said late on Wednesday that third quarter earnings growth would fall "significantly below the second quarter growth rate, adding that it would close its dish drive manufacturing

activity. Its shares fell 3.9 or 10.5 per cent to \$73.75, while Motorola continued its falls of Wednesday with a drop of 3.7 to \$55.75, bringing the loss since it announced poor second quarter earnings on Tuesday night to 22.0 higher at \$3.610.

The concerns over earnings were not confined to technology shares. A profit warning from a leading healthcare group upset that sector. United Healthcare slumped \$11.75 to \$32.25 when it said second quarter earnings would be 40 cents to 45 cents a share, compared with 51 cents in the same period last year. The company added that it would also take a 20 cents a share charge.

Other stocks fell in sympathy. US Healthcare was down 30.25 to \$50.75, while Oxford Health Plans dropped 5.25 to \$22.75, and Pacificare Health Systems was 4.75 lower at \$65.75.

JP Morgan chose a bad day to publish better than expected results. Although earnings per share in the second quarter of \$2.14 were well above expectations of around \$1.81, the shares fell 5.25 to \$65.75.

FRANKFURT was excited by the banking sector and the surprise decision to award Mannesmann the DBKOM ten-

der. The Dax index rose 8.11 to 2,957.54 but the Ibis closed at 2,951.95 in reaction to the Dow. Volume was DM125m.

Mannesmann was lifted by further brokers' upgrades and closed the floor trading session at DM556.30, a 4 per cent gain, while in the Ibis the stock moved to DM547.50.

Thyssen, meanwhile, was in the doldrums as investors sold stock which had been bought over the past week on expectations that the group would be successful in its DBKOM bid.

The stock closed floor trading at DM282.50, off 5 per cent, and in the Ibis at DM275.80.

## ASIA PACIFIC

## Canada

Toronto turned the spotlight on the golds sector after news that Barrick Gold would bid C\$915m for Arequipa Resources. Arequipa shares jumped C\$6.25 to C\$21.25, at a premium to Barrick's planned offer of \$27 per share but below their high for the year of C\$24.75. Barrick, which said that it was interested in Arequipa's Pierlina property in Peru, dipped C\$1.30 to C\$18.60 in heavy trade.

The broad market was weak with the TSE-300 composite index down 29.30 by noon at 4,068.75 in hefty volume of 4,220 shares.

Elsewhere, Alcan Aluminum slipped 50 cents to C\$14.30 after reporting poor second-quarter earnings.

Sherritt International fell 40 cents to C\$6.75 after the US government announced sanctions to punish the company for its investments in Cuba.

## Mexico holds steady

The region's markets were in a holding pattern at mid-session yesterday, and were watching US developments closely.

MEXICO CITY's IPC index was down 13.25 at 3,074.23 and the Bovespa index in SAO PAULO was off 22.83 at 64,225. Investors here were unimpressed by a bill before congress which would levy a financial transaction tax. Analysts said the tax was designed to raise funds for the country's health service.

Bear Stearns yesterday said it had raised its year-end

target for the Bovespa index from 67,500 to 72,000, largely as a result of a rerating of Telebras, the telecommunications group. Mr Geoffrey Dennis said earnings estimates for Telebras had been lifted from \$6.60 to \$7.50 for the current year and from \$7 to \$8.60 for 1997 because of an improvement in cost controls. The 12-month target for Telebras ADRs was raised from \$78 to \$85.

On a dollar-adjusted basis the new rerating of the Bovespa implies a 7 per cent gain by the end of 1996.

## S Africa takes cue from US

Industrials declined as the market took its cue from weakness in the US. The overall index was down 48.6 at 6,881.3, the industrials index fell 62 to 8,122.3 and the golds index lost 20.4 at 1,876.2.

Dealers said foreign interest was slight, given the malaise on Wall Street, but gold shares remained supported by hopes

for a good set of quarterly reports, due in the near future.

Significant moves were recorded by De Beers, up 50 cents at R148.50, and Dries, down R2 to R61.

Elsewhere, Anglos lost R2 at R27.60 and SA Breweries slipped R2 to R127.50. First National lost 40 cents to R28 and Massbank dipped 90 cents to R20.

On a dollar-adjusted basis the new rerating of the Bovespa implies a 7 per cent gain by the end of 1996.

## Tokyo

Reports that the Long-Term Credit Bank of Japan planned to sell Y500m worth of stocks undermined confidence early on, but late buying left the Nikkei average higher for the first time in six trading days, writes Eniko Terazawa in Tokyo.

The 225-issue average rose 11.64 or 0.5 per cent, to 21,882.58 after moving between 21,716.84 and 21,900.02. Technical activity dominated trading, with investors unversed by reports of stock selling by LTCB, and fears of import inflation because of a rise in the dollar against the yen. But late institutional buying and futures-led arbitrage later supported prices.

Volume was 284m shares, against 320m. The Topix index of all first section stocks put on 2.45 to 1,660.62 and the Nikkei 300 firms 0.52 to 307.30. Advances led falls by 567 to 424, with 208 issues unchanged.

In London the ISE/Nikkei 50 index gained 0.53 at 1,477.53.

Expectations that LTCB could sell off large amounts of brokerage stocks which it owns hit the sector, while investors sold LTCB shares in anticipation of regulatory selling by securities houses.

Nomura Securities fell Y10 to Y10.10 and Nikko Securities declined Y10 to Y10.10.

Other banks were also lower on fears of rising interest rates. The Bank of Tokyo-Mitsubishi fell Y10 to Y12.30 and Fuji Bank retreated Y10 to Y12.20.

Industrial Bank of Japan lost Y10 to Y2,530, declining for the ninth straight trading day. The stock has shed 7 per cent since the end of last month, and traders said investors were also worried by prospects of the bank issuing new shares to sustain its capital adequacy ratio.

High-technology stocks were among the day's gainers. Hitachi rose Y30 to Y1,050. Oil refiners were higher, with Nippon Oil up Y11 to Y124 and Showa Shell Sekiyu adding Y30

## EUROPE

## Novartis partners help Zurich to all-time high

Many of continental Europe's late closing markets were unable to overlook Wall Street's early weakness. ZURICH, however, continued to take an upward path, posting a third consecutive all-time peak, after a round of positive news from the pharmaceuticals sector. The SMI index finished 2.0 higher at 3,610.

The Novartis partners powered ahead after reporting first-half sales figures which, said Mrs Birgit Kullhoff at UBS, brought unexpectedly strong pharmaceuticals sales growth in the second quarter. Sandor registered rose SFr 1.16 to SFr 1,447 and Ciba added SFr 20

plus had been excelled, it was likely that in the short term there would be little change in the sector, given the inherent conservatism of German banking.

He also forecast that, after the speculative excitement had subsided, investors would look again at fundamentals which, in his view, were now beginning to look stretched.

Deutsche Bank finished 97 pips ahead at DM74.55, Verba bank advanced DM8 to DM48.20, Allianz gained DM45 at DM2,636.50. Dresdner Bank put on 21 pips at DM58.57 and Hypo

Bank DM2.05 at DM41.90.

Excitement in the German banking sector continued, with Verba bank shooting ahead by 10 per cent in pre-trade after the announcement earlier in the week that Deutsche Bank had taken a 5.2 per cent stake.

The move awakened speculation that there could be a shake-up of the sector, with speculation that Dresdner Bank might team up with Hypo Bank, through a deal engineered by Allianz, which controls substantial stakes in both companies.

However, Mr Bryan Crossley at ABN-Amro House, Gove in London suggested that, while

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- A good communicator with all-round presentation skills and knowledge and understanding of the City.

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London 0171 493 1228  
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£85,000 package + benefits

International Media/Publishing

London

## Finance Director

New position with a fast-expanding and acquisitive quoted global group to work closely with the entrepreneurial European MD in profitable expansion across the UK and continental Europe. Will inject commercial judgement and instill tight financial disciplines, working in a highly professional, collegiate and supportive group.

**THE ROLE**

- Develop further the budgetary controls and management information systems for the European businesses to accommodate organic growth, integrate acquisitions and enhance decision making.
- Functionally responsible for finance directors in the businesses and working with them and line managers to improve the profitability and performance of assets of c. \$200 million.
- Manage certain UK shareholder, funding and group reporting issues. Play an active role in evaluating new business opportunities and negotiating acquisitions.
- Personable, bright and ambitious with flexibility to thrive in an entrepreneurial and fast-moving culture. Clear potential for advancement.

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London 0171 493 1228  
Manchester 0161 499 1700

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Spencer Stuart

Please reply with full details to:  
Selector Europe, 16 Cornhill Place,  
London EC3R 7EP

## US MULTINATIONAL – OUTSTANDING OPPORTUNITIES

Our client is a global service provider with an outstanding reputation. Due to continued expansion, they seek to strengthen the financial control and reporting functions with commercially minded finance professionals to complement the existing team.

### Director of Audit

West London

c.£60,000 + Package

Reporting to the Vice President of Audit and managing a team of experienced auditors, the prime responsibility is to ensure compliance with the company's procedures across the business units. The successful candidate will direct a number of audit tasks, including assessing operational and financial risk; directing the audit teams; liaising with senior management; providing internal recommendations with regard to both control and commercial implications. Candidates wishing to express an interest will have the following attributes:

- Graduate ACA preferably a member of the Institute of Internal Auditors with at least 10 years PQE gained in a leading accountancy practice or the audit department of a blue-chip company
- Proven track record of directing an audit function
- Exceptional verbal and written communication skills
- Diligence and professionalism, with the ability to demonstrate personal integrity

To discuss these opportunities in total confidence, please contact Ian Temple BSc(Hons) ACA on 0171 405 4161.

FMS, 5 Bream's Buildings,  
Chancery Lane, London EC4A 1DV.  
Tel: 0171 405 4161. Fax: 0171 430 1140.  
Email: 100621.2024@compuserve.com  
We have offices in London, Birmingham,  
Manchester and Leeds.

**Regional Financial Controller**

South West • £45k plus car & benefits

Hyder Consulting, the Engineering Services Division of Hyder plc, is a major British company providing a broad range of project management, engineering, commercial & technical services to both the private & public sector through a network of offices in the UK and overseas. The business currently employs in excess of 3,000 staff with a turnover of £135 million.

A key appointment is required by the South & Midlands UK region as Financial Controller reporting to the Regional Managing Director. The individual must strive for high standards in a demanding environment in a business that is tightly competitive.

#### The Role

- Supporting the Regional MD in managing & controlling business activity comprising project bidding & review, resource management, planning & strategic issues.
- Leadership of the regional finance function involving monthly reporting, cash management and interpreting Key Performance Indicators.
- Managing the implementation of new management information systems which integrate project control with financial reporting
- Critically assessing business performance through monitoring project margins & overheads.

**The Skills Required**

- Graduate, Qualified Accountant
- At least 6 years post - qualification experience gained in a commercial environment
- Proactive with flexible approach; an ability to deal with all levels of staff is required
- Outstanding communication skills with the ability to clearly explain and quantify business plans & performance

The business needs a highly competent manager capable of adding value to the business & providing a major contribution to the all round commercial management of the region.

#### Regional Financial Director

Germany

A similar position is open in our associate company in Germany based in Halle. Fluency in German is essential together with experience with both UK and German companies.

Applications for the above positions should be sent to:  
Sue Atterbury, Hyder Consulting Limited, Chancellor Court,  
Occam Road, Surrey Research Park, Guildford, Surrey, GU2 5KS

## International Business Development

### Leading Investment Management Business

#### Excellent Salary Package + Bonus

Exceptional role for proven international business developer to drive continued growth in dynamic, successful team.

City

#### THE COMPANY

- Prestigious, highly profitable, UK-based asset management group.
- Excellent reputation for investment performance and product innovation.
- Business development viewed as integral part of continued international expansion.
- Work closely with business development team to grow international businesses.
- Design and implement a business plan for off-shore investment products.
- Develop and manage institutional client relationships.

Please send full cv, stating salary, ref FS60705, to NBS, 10 Arthur Street, London EC4R 9AY



NBS  
Selection Ltd  
a BNP Resources plc company



City 0171 623 1520 • London 0171 493 6392  
Aberdeen • Birmingham • Bristol • City  
Edinburgh • Glasgow • Leeds • London  
Manchester • Slough • Madrid • Paris



## Finance Director

North West

c.£40,000 + Car + Benefits

Our client is a well established, privately owned company and a leader in its field. With recent rapid growth, it has reached a turnover of £10 million and plans to float in the next five years. This impressive growth has been achieved through providing a high quality service to a blue-chip client base. It now needs to appoint a Finance Director to play a key role in the company's further development.

Reporting to the Managing Director, responsibilities will be broad, embracing proactive involvement in the financial management of the company, and projects on key issues such as the profitability of products and financial analysis to support the management with business decisions.

**KPMG Selection & Search**

Applicants must have experience in a fast moving organisation as either a Finance Controller/Manager in a small to medium-sized company, or as a Finance Manager in a larger business. Aged around 30 to 40 and a qualified accountant, you must have strong financial skills and an entrepreneurial spirit. First-class interpersonal, communication and presentation skills are vital in order to fit our client's culture, accompanied by high levels of self-motivation and energy.

Applicants should write, enclosing full career and salary details, quoting reference B581/96 to Alison Hean, KPMG Selection & Search, 2 Cornwall Street, Birmingham B3 2DL.

1000 1500

### Assistant Financial Controllers

c.£40,000 + Package

West London

Reporting to the Finance Director, these two new head office positions enhance the quality of financial reporting within the organisation. The successful candidates will be responsible for developing and implementing the policies and procedures necessary to achieve accurate, relevant and timely reporting.

It is envisaged that up to 50% European travel will be required. These positions are key entry points for future senior managers of this international business. Candidates wishing to express an interest will have the following attributes:

- Graduate ACA with up to 5 years PQE gained in both a leading accountancy practice and a multinational environment
- Confidence to challenge issues when necessary
- An analytical approach, able to tackle problems from several angles
- Proven track record of career success with an international perspective

Alternatively, send your CV to him at the address below.



SPECIALIST FINANCE RECRUITMENT

THE PSD GROUP



London

## Lazard Brothers & Co., Limited

Lazard Brothers is a British merchant bank whose businesses include corporate finance, banking, investment management and capital markets. The provision of high quality services to a broad client base underpins our reputation in the UK and worldwide.

The Financial Division in London serves all of the bank's trading divisions and is responsible for the core accounting and reporting functions. The impending moves of two staff to other roles within the organisation have created opportunities for two talented individuals to join the team.

#### Senior Management Accountant

Reporting to the Group Financial Controller and managing a team of eight, you will control and develop management information, Board reporting and budgeting processes for the Group. You will be involved in systems enhancements and project initiatives driven by business needs. A graduate accountant with 5-8 years' post-qualifying experience, you will have strong accounting, analytical and IT skills and sound man-management abilities. Your understanding of merchant banking will probably have been gained via working in a financial institution.

#### Financial Accountant

The successful candidate will be responsible for financial reporting and financial control of various operating divisions and subsidiary companies. Reporting to the manager responsible for financial accounting and projects, your work will include the review, interpretation and implementation of existing and proposed accounting standards, involvement in producing the Group financial statements, and the periodic review and update of Group accounting policies including the treatment of new currency investments. Probably a Chartered Accountant, you will have 2-4 years' post-qualifying experience gained either in the profession or within financial services. Up-to-date technical knowledge and PC skills are essential.

These opportunities will appeal to highly motivated finance professionals who will thrive in a hard-working, team-oriented environment. Able to prioritise and to maintain high standards under pressure, you will have the maturity, credibility and interpersonal skills needed to work with management throughout the Group at all levels.

Please write to Janet Bullock at BBM Selection, 76 Watling Street, London EC4M 9Bj quoting reference 400 and enclosing a full Curriculum Vitae that includes contact telephone numbers.

CVs sent to Lazard Brothers will be forwarded to BBM for consideration.

All applications will be treated in the strictest confidence.

Kingsway Group PLC

## Finance Director

£80,000 + benefits

London

Kingsway is a holding company controlling specialist manufacturing companies in building materials and furniture systems, which requires a strong, commercial Finance Director. Kingsway is a subsidiary of a Danish Group.

#### The Client

Successful sustained development of both specialist building materials and furniture businesses which are carefully matched in design and service to their market needs.

Planned expansion beyond the present £150 million turnover.

#### The Appointment

Effective design and strong operational control of management and financial reporting systems.

• Fully engaged in the commercial reality of the business.

• Responsible for the development of the business plan and consequent detailed budgets.

#### The Candidate

• Proven ability of senior financial management.

• Keen interest in the reality of a business providing effective service to customers, founded on accurate, timely information.

• Graduate, chartered accountant.

• Ability to work in a team, both as player and leader.

• Capability to think strategically.

• Commercial acumen and objective self confidence.

• To be considered, please send your curriculum vitae, including current remuneration, to Peter Dell at Ernst & Young Management Resources, 7 Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference PD0827.

ERNST & YOUNG

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International.

## Coca-Cola Bottlers Tashkent Ltd.

TASHKENT, UZBEKISTAN

### CHIEF FINANCIAL OFFICER

The successful candidate will:

- be a Chartered or Certified Public Accountant
- have experience in financial reporting with public or private companies
- have experience in accounting controls & procedures
- have experience in managing a \$50 million revenue corporation
- have professional experience of five years

The Firm Offers:

- employment in an international environment with the world leader in the beverage industry
- competitive compensation package including: performance bonus, medical, travel, auto and housing

Please apply to CCBTL including salary requirement by fax: 3 712 891640

We are one of the top and North American Audit Divisions of the across the world. Our operational, financial and

The ideal candidate will have qualification experience and this experience in the industry such as financial and operational, and the ability to

For the right candidate annual return, attractive

The FT can be recruitment advice. For information

# Oil, Gas & Petrochemicals

*Initiate and manage change*

## London base - Global reach

Each of these industries has a fundamental impact on our daily lives. After a long period of gradual evolution, this sector is currently experiencing unprecedented and wholesale change: large scale mergers, outsourcing, business process re-engineering and major integrated systems implementations.

Our client is internationally recognised as a world leader in providing consultancy services to the major blue-chip companies which operate in these markets: multi-disciplinary teams work in partnership with clients on global projects, to bring about significant improvements in performance. Assignments are challenging and complex, operating at all levels within substantial world class organisations to effect real and lasting improvements in business process and deliver competitive advantage.

A number of opportunities currently exist for exceptional candidates who wish to broaden their knowledge and apply this creatively to re-design and shape the future of this dynamic sector.

## £35-60,000 + Benefits package

We seek qualified accountants, logistics and supply chain, marketing and IT professionals, from all European countries. Probably aged 27-35, you will have a strong academic background and a proven record of achievement within these or related industry sectors. Personal flexibility and a willingness to undertake international travel are pre-requisite in this challenging and demanding environment.

Progression is based entirely on merit, and continuous professional training ensures that every consultant is provided with excellent commercially focussed business experience throughout their career.

If you are keen to apply your skills in a professional and intellectually demanding environment, please forward a comprehensive CV, quoting reference 292719 to Diane Forrester ACA, Michael Page Consultancy, Page House, 39-41 Parker Street, London WC2B 5LH. Alternatively, for an informal discussion call her on 0171 831 2000.



Michael Page Consultancy

Specialist Recruitment Consultants

## Hays Taxation Personnel

### BANQUE PARIBAS

#### International Tax Executive

London

£Excellent Package

##### The Organisation

Banque Paribas is a leading international investment bank operating in 60 countries and employing in excess of 9,000 people. At the leading edge of banking and finance, Banque Paribas' expertise is focused on 6 core activities: corporate banking, equity, fixed income, advisory services, asset management and securities services.

Through its Capital Markets activities, Banque Paribas provides a comprehensive range of products and services in the primary and secondary bond and equity markets, currency and interest rate swaps and options, fixed income and equity derivative products and specialised instruments.

##### The Role

You will be based in London and have global responsibility for key international tax planning activities for the worldwide capital markets operation of this leading financial institution:

- Provision of creative and imaginative international tax advice.
- Co-ordinating the effective structuring of this fast-moving core business activity.
- Analysis of cross border trades.
- Withholding tax and manufactured dividend planning.
- Effective presentations on tax issues to non-tax technical colleagues.

In return, the successful candidate can expect a high profile challenging role and a rewarding career with this leading international investment bank.



To discuss this outstanding opportunity further, interested applicants should contact our retained consultant, Laurence Wolahan on 19 44 771 405 4879, or forward an up to date CV, including day time telephone number and salary details to 307-308 High Holborn, London WC1V 7LR. Fax: 19 44 171 831 3896. This position is being handled exclusively by Hays Taxation Personnel, any direct applications will be forwarded on to them.

## INTERNAL AUDITOR

### MIDDLE EAST BASED

We are one of the leading financial institutions based in Bahrain with branches in Europe and North America and representative offices in the Middle East and Asia. The Internal Audit Division of the bank undertakes examinations of operational, credit and EDP risks across the bank. An opportunity has recently arisen for an individual to manage the operational audit function reporting to the Chief Internal Auditor.

The ideal candidate is likely to be a Chartered Accountant with at least five years of post qualification experience. Prior experience of the financial services industry is a must with this experience having been gained within the profession or within the financial services industry itself. The incumbent must have excellent communication skills both written and oral and the ability to deal with people tactfully. The preferred age group is 28-33.

For the right candidate we offer a generous tax free salary, free furnished accommodation, annual return airfares during holidays and a host of other benefits.

*In the first instance, please write enclosing a detailed CV and stating your current salary to The Financial Times, Box A5909, Financial Times, One Southwark Bridge, London SE1 9HL*



## Les Echos

*Le quotidien de l'économie*

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on +44 171 873 3456

## INTERNATIONAL MEDIA GROUP Exceptional roles for young ACAs

### London

One of the world's largest information providers and publishers, our client is a leader in its chosen markets with interests ranging from online data services and scientific journals to consumer magazines. Highly profitable, annual sales exceed £3 billion, achieving success through strong organic expansion, investment in new products and an active acquisition programme.

Crucial to this successful expansion is the effective integration of newly acquired companies. The Audit Team plays a central role in this process, focusing on high risk areas and identifying continual improvements in efficiency. Working closely with subsidiary Finance Directors, the 5-strong team acts as a catalyst for the introduction of change, carrying out pre- and post-acquisition reviews.

In addition the team seeks to ensure the leverage of best practice throughout the organisation, playing a key part in processing knowledge between business units. Members of the team also look at controls within existing businesses, gaining broad exposure to Head Office and subsidiaries, undertaking approx. 25-30% travel to Europe, the USA and Asia Pacific.

Following a series of promotions to senior line management

c.£35k+fx car+bens

positions, the team requires 2 additional members, who should be ambitious, bright young ACAs from a major practice. A good degree is essential, together with WP and spreadsheet skills and the ability to communicate effectively both orally and in writing. Successful candidates will probably have 2-3 years' ppc, but exceptional recently qualified will be considered. French, German or Spanish language skills would be an added advantage but are not essential; most important is the flexibility to be an effective team player yet be strongly self-motivated.

Career prospects in this growing, international environment are excellent and the rewards outstanding. The company operates a comprehensive training and development programme and in addition to an attractive salary and fully expensed car, benefits include health insurance, share option saving schemes and 5 weeks holiday.

Interested applicants should post or fax a full CV quoting ref 161A to the address/fix number below. For more information contact us on 0171 242 9191 or during the evenings and weekends on 0171 251 8273 or 0181 607 9621.



SEARCH & SELECTION

95 FETTER LANE, LONDON EC4A 1EP TEL: 0171-242 9191 FAX: 0171-242 3560

## Finance Director

c £50,000 + Bonus + Car

overall commercial development of the business. Candidates, aged 30-40, will be qualified accountants with a strong profit orientation and the ability to take and influence commercial decisions at the highest level within a fast moving business. Well developed interpersonal skills coupled with a proactive, innovative approach are essential to make an important contribution to the future success of the company.

Interested applicants should forward a comprehensive CV quoting reference 299401 to Stephen Banks, ACMA at Michael Page Finance, Aquis House, 12 Greek Street, Leeds LS1 5RU, or fax 0113 243 3177.



Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds

Maidenhead Manchester Nottingham St Albans & Worldwide

## Outstanding Opportunity in Equities Product and Risk Control

UBS is one of the world's strongest banks and is a growing force in integrated investment banking. As one of the few AAA-rated financial institutions in the world, we have a major global presence in Debt and Equity Markets, Corporate Finance and Derivatives.

The Product and Risk Control function within UBS London is located on the trading floor and requires close liaison with traders and senior product management to provide a value-added service.

In order to continue the development of the quality and breadth of service to our increasingly global businesses, we are looking to recruit a high calibre individual as Controller for listed derivatives including convertibles, warrants, futures and options. The role will cover:

- Daily risk and P&L verification, reporting and analysis including running of risk models
- Review of limit utilisation and matrix sensitivity
- Review of Mark to Market and liquidity
- Analysis and commentaries of financial and non-financial performance
- Ad-hoc revenue and commercial analysis
- Involvement in the implementation of new products
- Major project development, including input to the ongoing development of the current Value at Risk system
- Extensive front-office liaison

The successful candidate is likely to have the following background:

- Qualified accountant (ACA, CIMA), preferably Big Six/Blue Chip background
- Minimum 1 year experience in Convertible Bonds or Equity/Bond options
- Strong academic background
- Excellent written and oral communication skills
- Good analytical skills
- Ambitious and keen to succeed in a dynamic and challenging environment
- Enthusiasm and drive
- Proven ability to work in a fast-moving team environment

This high profile position offers the perfect opportunity for the successful candidate to make their mark on and build a career with this major international bank.

As well as an attractive salary and career prospects, the position carries a comprehensive benefits package including a discretionary performance award. UBS is committed to staff development and offers a formal structured training programme.

Interested candidates should send a detailed CV to the address below.



## financial controller

KIEV.

An opportunity for a young Accountant or MBA to join a US Food Multinational as Financial Controller, Ukraine. Someone currently a manager in Public Practice or with 2-5 years post qualified experience in commerce. We're looking for a hands-on financial manager who will sort out accounting controls as well as deal with the strategic issues. Currently operating in 6 product lines, 100% growth forecast for

U.S. food company

excellent package

the coming year, the subsidiary has ongoing inward investment with new processing plants to follow. Based in Kiev you will have full responsibility for the finance department, improving systems,

recruiting and training local finance staff and US GAAP reporting back to the European HQ in London. You will also work with Management, Investigating and supporting new business

opportunities, look after treasury, & develop tax efficient financing arrangements in conjunction with European Treasury & Tax Departments. The Country Controller should be a strong number two to the

General Manager, deputising for him in his absence and getting involved in operational aspects of the business. This is a great opportunity to learn and develop your skills at a broader level than pure financial management. Russian language ability would be an advantage, if Russian, fluent English is necessary. We also want someone who is looking for a long term international career, not a short term assignment.

We have opportunities in London, Central & Eastern Europe for internationally mobile Accountants, Treasurers & Tax Professionals. Visit: [www.farnwilliams.co.uk](http://www.farnwilliams.co.uk)

FARN WILLIAMS

Diamond House, 37-38 Hatton Garden, London EC1N 8FW Tel: (44) 171 404 4089 Fax: (44) 171 404 4083. Email: [farnwilliams@diax.pipex.com](mailto:farnwilliams@diax.pipex.com)

## Director, Treasury Projects

## Brighton

American Express is one of the best known branded companies in the world. Travel Related Services incorporates three product areas: Cards, Travellers' Cheques and Corporate and Retail Travel. These are supported by a series of highly qualified and energetic functional teams, with International Treasury providing critical input to the smooth and efficient operational activities, as well as key strategic contributions to the effective evolution of the businesses and their products.

As a result of internal promotion, there is a requirement to recruit a Director, Treasury Projects to head the small but highly regarded internal treasury consultancy team. The scope of this role is broad and enjoys a strong and authoritative profile reporting to the Vice-President and Treasurer for Europe, Middle East and Africa. Working alongside two other line treasury Directors, and having responsibility for a first class experienced team, this individual will define and lead projects, acting as a focal point of expertise and managing assignments from their inception through to implementation.



Michael Page Finance

Specialists in Financial Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatheshead Leeds  
Maidenhead Manchester Nottingham St Albans & Worldwide



c £50,000 + Benefits

Candidates will probably be qualified accountants who have specialised in treasury for at least 3-5 years and are members of the Association of Corporate Treasurers. A strong command of international treasury, tax and related regulatory issues is essential, as is a proven track record of successful project management. Personal qualities will include an open and persuasive communication style, an energetic and committed work ethic, and the intellectual capacity to deal with a series of demanding and complex assignments concurrently.

Above all, we are particularly interested in individuals who are committed to rapid career advancement and who will thrive in the challenging and goal-oriented environment of this world class organisation.

Applicants should forward a comprehensive CV, quoting reference 298365 to Jon Boyle ACA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5JH.

PRICING ANALYST  
- £30k  
LEASING  
- FINANCIAL SERVICES  
ESHER, SURREY

An excellent career opportunity for an accountant with a Leasing or Financial Services background to join this major UK company. Experience in the co-ordinating of pricing policies and analysis of profitability by market sector is essential. Career details please to:

Mike Stone,  
Parkside Accountancy,  
5 High Street, Staines,  
Middlesex TW18 4QY  
Tel: 01784 456111  
Fax: 01784 452744

ASSISTANT DIRECTOR  
(Finance, Control & Administration)

The United Nations Office for Project Services (UNOPS), a major provider of project management and implementation services to the UN system and developing countries, seeks an experienced candidate for the post of Assistant Director in its Division for Finance, Control & Administration (FCA) for its Headquarters in New York.

## Responsibilities:

Under the general supervision of the Executive Director, the Assistant Director controls, directs and administers a major financial system, encompassing the organization's activities, and participates in the management decision-making and evaluation of programme performance. Budgets are of critical importance in the management of such diversity as to require constant interaction between finance and programme areas. Departures from previous procedures are required in response to changing management needs and concerns arising from financial uncertainties.

Develops and implements operational policies, performance measurements, standards and plans to ensure correct financial practices and adequate control;

Directs budget preparation, implementation (incl. Revision) and monitoring, and coordinates/conducts consultations throughout the organization;

Coordinates the formulation and evaluation of financial reports for the Executive Director with particular attention to commenting upon compliance with the organization's programme of work and budget;

Serves the legislative body and senior management as an authoritative source of advice regarding management of financial resources and the development of broad organisational objectives and related policies for implementation;

Directs through supervision the provision of financial services and maintenance of financial records;

Performs the functions of Approving Officer for all UNOPS financial transactions; sets financial standards and formulates financial procedures that ensure adherence to the Financial Regulations and Rules and makes recommendations that strengthen internal controls with a view to ensuring UNOPS operate efficiently, effectively and in a business-like manner;

Co-signs, along with the Executive Director, the UNOPS financial statements certifying their integrity and objectivity;

Reviews procurement activities (purchasing of equipment and supplies, contracting for works and services, and hiring of project personnel) and reports back to the Executive Director any non-compliance with standards and procedures; monitors and reviews the performance of the procurement function; provides training on handling of Impairment Accounts and other finance and administration matters to headquarters and field staff as appropriate;

Has overall responsibility for the activities of the Personnel Section and ensures that all UNOPS personnel (headquarters, outposts and projects) are recruited and administered effectively and efficiently;

As UNOPS' Chief Procurement Officer (CPO), receives the advice of the Procurement Review Advisory Committee and approves disapproved awards of contracts, as appropriate;

As a member of senior management, participates together with the other Assistant Directors, in all Management Coordinating Committee meetings, Division Chiefs and ad-hoc meetings that may be called; represents the organization in Interagency and external meetings dealing with budget and finance matters;

## Qualifications and Experience:

Post graduate degree in Business Administration and/or CPA;

Professional budgetary and financial experience of 15 years, of which at least 5 must have been at Senior Management level, i.e. Controller or equivalent;

Proven record of professional accomplishment and supervisory skills;

Full proficiency in English and either French or Spanish.

## Submission of Applications:

Candidates should submit an application including a letter of interest and C.V. to Chief of Administration Section, United Nations Office for Project Services, 220 East 42nd Street, 14th Fl., New York, NY 10017. Reference: "UNOPS Assistant Director". Women candidates are encouraged to apply. Candidates are also requested, where possible, to attach a Personal History Form (PHF), obtainable from UNOPS, New York, or attach a copy of the Personal History Form. Applications should be submitted by UNOPS by 26 July 1996 and may be forwarded by FAX: 1-212-904-6515. Only those candidates that are shortlisted will be contacted.

**UNOPS**  
United Nations Office for Project Services

## FINANCE DIRECTOR

## Contract Logistics

## North West Base

from £50,000 + bonus + car + benefits

This is a rare opportunity to join a young, demanding team and to display leadership, a mature management approach, conceptual vision and excellent communication skills in a vibrant, exciting and tough environment.

The immediate financial rewards are excellent, (including relocation to the N.W. head office), and the future potential for the position is high.

Apply in confidence quoting ref 792 to Hamilton Howatt FCA, ERP Selection & Search, 310 Chester Road, Hartford, Northwich CW8 2AB, enclosing a full cv and detailing how you believe you meet our client's requirements.

Our client is an equal opportunities employer.

**ERP**  
Management  
Selection &  
Search  
Executive Recruitment Partners

Influential role for an experienced manufacturing sector finance professional as

## FINANCE DIRECTOR

## Rural West Midlands

c£46k Package + Car

This subsidiary of a FTSE 100 plc wishes to recruit a successor to the retiring Finance Director of one of its flagship companies - a profitable and expanding multi-site manufacturing, marketing and service business. With an increasingly global perspective and a blue-chip, leisure-related customer base, the young and energetic Board is developing its own unique route to World Class performance in all facets of its operation.

The role carries full responsibility for the sound financial management of the company, including the maintenance and further development of MIS and the timely consolidation and delivery of statutory accounts. In addition you will be responsible for acquisition and major capex evaluation. An influential contribution to activity based management analysis, total quality and continuous improvement initiatives, both within

and beyond the Finance function, is also required. The successful applicant will be a qualified Accountant with experience at senior management level in a multi-site manufacturing environment. Preferably IT literate and with the commercial acumen to play a valuable role in the general management of the business, you will also have a reputation for the development of the members of your own team and colleagues.

Please write explaining how your career to date gives evidence of your fit with the role and enclosing a brief CV (including remuneration details) to Ian Day, Barnes Kavelle Limited, Human Resource Consultancy, Cavendish House, Queen Street, Mirfield, West Yorkshire WF14 8AH. Please quote reference 7082 on both envelope and application.

## RECRUITING

BARNES  
KAVELLE

## EXCELLENCE

**FLYING COLOURS**

To £80,000 package  
+ benefits

## Finance Director

Flying Colours, the recent management buyout of Club 18-30 and Sunset Holidays with its own newly created charter airline, aims to double its turnover of £120 million over the next three years in a highly competitive market-place. In order to achieve this dramatic growth, the core Tour Operating Division seeks an enterprising Finance Director who will have uniquely extended consolidation and development responsibilities across the Group. The breadth of this role offers an unusual opportunity for a commercially astute finance professional.

**THE QUALIFICATIONS**

- A qualified accountant, with blue-chip corporate training and divisional board level experience in an entrepreneurial, consumer-focused service/leisure operation. Accustomed to acting as the interface with external advisers.
- Proven in the development of integrated financial and management information systems in high volume transaction, fashion-led or seasonal businesses.
- Self-motivating, perceptive leader, with the energy, assurance and resolve to inspire and drive the team to achieving success in a rapidly evolving business environment.

Leeds 0113 2307774  
London 0171 492 1238  
Manchester 0161 499 1700

Selector Europe  
Spencer Stuart

c £70,000 + bonus + benefits

**vertex**

North West

## Finance Director

Vertex, a £200 million subsidiary of United Utilities plc, is an independent business employing 2,500 people, aiming to be the first choice supplier of technology-based managed services to both group and external customers throughout the UK. A top-flight Finance Director is sought to contribute at a strategic business level as well as provide the systems and accounting support demanded by a new and growing company. A superb career-building opportunity for a fast-track professional.

**THE ROLE**

- Reporting to the Managing Director, responsible for a team of 25 and for all aspects of statutory and management accounting.
- Working closely with the executive team to review business ventures, representing Vertex externally during contract discussions and partnership opportunities.
- To complete the establishment of systems for the newly formed business, ensuring a framework of controls and range of management information to underpin ambitious plans for future growth.

Leeds 0113 2307774  
London 0171 492 1238  
Manchester 0161 499 1700

Selector Europe  
Spencer Stuart

Please reply with full details to:  
Selector Europe, 1011 London Road,  
Acton Green, Greenford, Middlesex UB6 5LG

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## NEWS: ASIA-PACIFIC

## Malaysian visionaries of first 'intelligent city'

By James Kyne in Kuala Lumpur and Guy de Jonquieres in London

Tengku Mohammed Azman Shariffdeen is a prince of royal blood with a high-tech vision of Malaysia's future. His ambition is to turn his country into the Asian hub of the global information industry.

That vision was given a significant boost this week when Telekom Malaysia, the former state monopoly, announced it intended to invest M\$5bn (US\$2bn) over eight to 10 years to lay the infrastructure for a "multimedia super corridor" to accommodate high-technology companies.

Centred on Kuala Lumpur, the 600 sq km super corridor 15km wide and 40km long, is to link Kuala Lumpur's city centre, a new international airport and an administrative capital, Putrajaya, which is under construction at a cost of M\$20bn.

The government hopes the area will attract information processors, software groups, Internet operators, microchip designers and other high-technology groups.

Putrajaya would be the world's

first "intelligent city", in which paperwork would be replaced by integrated information systems, which might also allow citizens to vote electronically in referendums.

On-line networks at the airport would continuously monitor passenger and cargo movements.

It is the bold vision of both Tengku Mohammed, director-general of the Malaysian Institute of Micro-electronic Systems, part of the science and technology ministry, and prime minister Dr Mahathir Mohamad, who has been promoting the corridor, addressing Japanese and US business leaders. Next month, the prime minister will host an exposition in Kuala Lumpur, at which he hopes to win investment pledges from the estimated 25,000 participants.

That is only the start. Tengku Mohammed also sees the super corridor becoming home to a thriving community of information industries.

Dr Mahathir was won over to the idea - he is closely associated with the country's biggest prestige projects - two years ago by Mr Kanichi

Ohmae, Japan's leading business guru and former head of the Tokyo office of McKinsey, the international management consultancy.

At the suggestion of Mr Ohmae, McKinsey was asked to produce a feasibility report on the super corridor. Tengku Mohammed says that after reading it, the prime minister concluded: "It's doable, very doable." Since then, things have moved ahead fast. A company has been set up to promote and market the super corridor, while NTT, Japan's dominant domestic telecommunications company, is carrying out a study on the technical specifications.

"We have approached this from the point of view of being world class," Tengku Mohammed says. "There is no way Malaysian companies can attain world class in a short time, so we are inviting foreign companies [in the exposition]."

It is also providing technology and software to training institutes and schools. However, the company says it is not "directly making R&D-type investments in Malaysia".

One question yet to be resolved is how well-free-spirited western information industries would fit in a country which bans pornography, censors explicit on television and is notoriously sensitive to foreign press criticisms of its leaders.



Mahathir: won over

## Indonesia's Suharto: a hard act to follow

Playing with his family for

Assurances that he is healthy have not ended speculation, writes Manuela Saragosa

mander has played a pivotal role in modernising Indonesia's economy. He brought the country from the edge of bankruptcy in the mid-1980s to the verge of middle-income status.

Most observers agree that Mr Suharto's successor will have to be a Moslem and acceptable to the military. The military, while having no constitutional role in politics, has long been a significant force under its self-proclaimed *dirganteng* role - the dual functions of guaranteeing social order and security. As a national symbol, the president must also represent the country's Moslem majority.

Mr Suharto is widely credited with creating a sense of nationhood in a country with hundreds of ethnicities and languages. The process has at times been brutal; suspected communists have been persecuted, rebellions in outlying islands have been crushed in bloody conflicts, and generals

and politicians who have dared oppose Mr Suharto have been sidelined.

The list of potential successors include the president's eldest daughter Ms Siti Hardjanti Rukmana, 47, who is chairwoman of the ruling Golkar party's central board, and his son-in-law, Brigadier General Prabowo, in his early 40s but already a rising star.

General Prabowo's rapid progression in the military to head of the elite army unit Kopassus is viewed as a sign Mr Suharto may be grooming him for the top post or the vice presidency.

However, some observers say a successor related to the president could smack of a dynasty at a time when there has been growing resentment at the expansion of the presidential family members' business activities.

Those outside the presidential family whose names are

often mentioned are Mr B.J. Habibie, the minister for research and technology, Mr Gunaadi Kartasasmita, chairman of the development planning board, Mr Moerdiono, state secretary, and Lieutenant General Wiranto, commander of the army's strategic reserve command.

However, Mr Habibie has clashed with the military over the purchase of warships, and Mr Moerdiono and Mr Gunaadi, both ambitious senior officials, have their power bases in the bureaucracy rather than the military. General Wiranto, a former personal aide to the president, is regarded as a possible candidate partly because Mr Suharto held the position himself before he seized power in 1965.

At that time, however, no one would have placed any bets on Mr Suharto. An obscure, apparently apolitical major general at the time, he

ousted and replaced Indonesia's charismatic founding President Sukarno in the aftermath of an aborted coup blamed on the communists.

Mr Suharto's style of leadership contrasts with his predecessor's. Mr Sukarno gave flamboyant speeches, telling the west to "go to hell" with their aid. Mr Suharto often sounds wooden and devoid of emotion and rarely strays from his script. While Mr Sukarno preferred the pomp and luxury of the presidential palace, Mr Suharto chooses to live in his residence in a Jakarta suburb.

Diplomats say this apparent simplicity masks a shrewd, ruthless mind. Mr Suharto himself gives few clues. "The most important thing for me is to complete my term until 1998," he said two months ago in his most recent allusion to the succession. "But you should know that I'll be 77 then and that is old."

Under the constitution, the vice president is required to take over if the president dies in office. Former army commander Try Sutrisno, the current vice president, is widely regarded as an ineffective figure in Indonesian politics.

A successor will have to be voted in by the 1,000-member People's Consultative Assembly (the MPR), Indonesia's highest political body under the constitution. The MPR has some elected representatives but most are appointed by Mr Suharto.

There is always the possibility that Mr Suharto may choose to continue ruling from behind the scenes. Whether he does so or not, there is little doubt that the successor will have to guarantee the security of Mr Suharto's children and their business ventures, which range from satellite telecommunications to petrochemicals.

However, a chosen successor

## Singapore cracks down on Internet

By James Kyne in Kuala Lumpur

Singapore yesterday announced new measures to regulate the kind of material its citizens may view on the Internet. It said the new rules were aimed at protecting the national interest and shielding children from objectionable material.

The Singapore Broadcasting Authority said the measures - to take effect next Monday - required Internet operators, from main providers to cybercafes, to register with the SBA, a government body.

In addition, any organisation injecting locally produced religious or political material on the Internet's World Wide Web pages will need an SBA registration.

Once registered, Internet providers

will be responsible for policing pages to ensure that objectionable material does not appear. SBA officials said the definition of "objectionable" included content "which tends to bring the government into hatred or contempt, or which excites disaffection against the government".

If such material is spotted, operators may be asked to block access to

the web site where it appears. Failure to comply with the new regulations could elicit a fine or the cancellation of an operating licence.

SBA officials said the new measures did not mean that criticism of the government was banned but added that people should be "responsible". They did not define what type of criticism was responsible and what was not.

Singapore is due to hold national elections on an unspecified date after mid-August this year. Mr Goh Chok Tong, the prime minister, has said that he wants the ruling People's Action party to win with more than 60 per cent of the vote.

The city state has had a complicated relationship with the Internet. On the one hand, it recognises the Internet as indispensable to its drive to become a regional hub for information technology.

On the other, it is concerned that the net may be a conduit for alien influences which may corrupt Singapore's value system of personal decorum and of respect for the family and state.

About 100,000 of Singapore's 3m people use the Internet.

## Sumitomo losses reach Tokyo's corridors of power

By Emiko Terazono in Tokyo

The consequences of Sumitomo Corporation's huge copper losses are beginning to echo uncomfortably in the corridors of Japan's Ministry of International Trade and Industry, which has spent the last few weeks trying to distance itself from the affair.

On the day Sumitomo announced losses of \$1.8bn, Mr Shunpei Tsukahara, the Miti minister, denied all knowledge of troubles in the copper market and of the particular problems at the trading house. "I found out about it only this morning," said Mr Tsukahara, whose ministry oversees the commodities market and the trading houses.

But the question of how much Miti and its minister knew about the Sumitomo case remains central to an understanding of its implications. Senior officials at the ministry now say they were told of the losses a few days before the Sumitomo announcement, but suggest the message was not relayed to the minister himself.

"Miti's reaction to the whole thing has been very strange," says a bureaucrat from another ministry.

The government reluctance to get involved has prompted questions in the Japanese media about the influence of trading houses and the impact of *amakudari*, government officials taking jobs in the private sector. Sumitomo has two former diplomats as advisers on its payroll, while a former prosecutor is one of four internal auditors. Tokyo prosecutors have said they will examine the case and the role of Mr Yasuo Hamanaka, blamed by Sumitomo for the losses, but it expected that an investigation will not be formally launched until late this year.

The claimed lack of a Miti role in the copper case contrasts sharply with its image as the central agency in developing the country's industrial policy and its ongoing role in resources.

The natural resources and energy agency under Miti's wing has often been in close contact with trading house officials over plans for the trading of metals futures contracts in Japan. Separately, a metal research institute affiliated to the ministry has kept a close eye on the London Metal Exchange, which was seen as a competitor when Miti was developing plans a decade ago to establish a metals exchange. While copper future trading is not likely in Tokyo soon, the trading of aluminium futures begins on a trial basis next April.

In numerous briefings and memos by ministry officials following Sumitomo's announcement, Mr Tsukahara has been told that the company had not broken domestic laws and that Miti does not have a further regulatory role in this case. He has diligently repeated these words and said the ministry must wait for the results of Sumitomo's internal probe; some Sumitomo staff would indicate the case is so complex that a conclusion will take "several years".

"Sumitomo has been in close contact with authorities in the UK and US over the matter and notified us in the last minute as a part of protocol," a Miti official explained.

A Japanese business magazine suggested that Miti's reluctance to get involved stemmed from its decreasing authority. The ministry has been plagued by highly publicised factional disputes and is in danger of a descent into oblivion, it said.

Some financial bureaucrats suggest Miti is trying to avoid the fate of the Finance Ministry in its handling of the Daiwa Bank debacle last year. The incident, where Daiwa was expelled from the US after revelations of fraudulent deals by a bond trader, highlighted the Finance Ministry's close ties with the banks and an accompanying lack of public disclosure.

The incident led to domestic and international criticism and eventually prompted calls by Japanese politicians to break up the once omnipotent ministry.

Copper traders had hoped that last month's visit by US and UK authorities would give the Japanese government the cue to start its own investigation. However, Miti and Sumitomo only reiterated their willingness to co-operate with the UK Securities Investment Board, Serious Fraud Office and the US Commodity Futures Trading Commission, without making public revelations.

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## ASIA-PACIFIC NEWS DIGEST

## US takes hard line over Burma

The US will consult south-east Asian friends and allies on how to curb a "new tide of repression" in Burma, including a possible international economic boycott, secretary of state Warren Christopher said yesterday. But Mr Christopher, who is to meet foreign ministers from the seven-nation Association of South-east Asian Nations (Asean) in Jakarta from July 23 to 25, said he did not expect an early consensus on any proposed boycott to nudge Burma's ruling military junta towards democratic reform.

Meanwhile, Norway yesterday said it had evidence its honorary consul in Burma was tortured before he died in a Rangoon prison last month. Norwegian Deputy Foreign Minister Jan Egeland said Oslo held the Burmese military government responsible for the death of honorary consul Leo Nichols, a 65-year-old diabetic with a heart condition, after he was convicted of operating home telephones and fax machines without permission. Nichols, an unaccredited representative for Denmark, Norway, Finland and Switzerland, was sentenced to a three-year prison term in May.

Reuter, Washington

### Beijing rebuffs Taiwan offer

China rebuffed a fresh call yesterday by Taiwan's president Lee Teng-hui for a summit meeting with Mr Jiang Zemin, his Chinese counterpart. During an address to Taiwan's National Assembly, Mr Lee renewed his offer of a leaders' meeting in an effort to break a year-long freeze in relations.

"To start a new era in ... co-operation across the Taiwan strait and ensure the stability and prosperity in the Asia-Pacific region, Teng-hui would like to meet with communist China's highest leader to exchange opinions," he said. Mr Lee had said at his inauguration address on May 20 that he was willing to hold such a meeting, but he asserted the island would pursue an international role, an ambition Beijing rejects. Mr Cui Tiankai, China's foreign ministry spokesman, spurned Mr Lee's offer: "The most urgent thing is for Taiwan leaders not to engage in verbal publicity but to take concrete action to return to the principle of one China."

Laura Tyson, *Washington*

### China sees disruption over HK

China yesterday accused the Hong Kong government of disrupting progress towards the transfer of sovereignty from Britain on July 1 next year, charging it with blackmail over a dispute concerning the scope and definition of laws covering subversion and treason. A spokesman for the Hong Kong and Macao Affairs Office said that Britain and Hong Kong were taking an "irresponsible" stance and demanded co-operation to achieve a smooth handover.

The statement follows comments last week in which Mr Peter Lai, Hong Kong's security secretary, said the Hong Kong government was working on its own concepts of treason and subversion to bring the territory's official secrets act and crimes ordinance in line with the Basic Law - Hong Kong's post-handover constitution. Chinese officials said such issues were within its sovereign rights.

John Riddick, *Hong Kong*

### Arrest warrant for Murdoch

An Indian court has issued an arrest warrant for media chief Mr Rupert Murdoch, who has refused to appear at a defamation case filed by a descendant of Mahatma Gandhi, the nation's spiritual father. Lawyers said the warrant could not be served while Mr Murdoch was out of India. Last year, police returned a similar arrest warrant to court after failing to reach him. Mr Tushar Gandhi sued Mr Murdoch last year, saying his great grandfather was defamed by a guest on a Star TV chat show. Murdoch's News Corporation owns Star TV. Star TV apologised and took the show off the air, but Mr Gandhi says he will pursue the case.

Reuter, *Bombay*

## NEWS: UK

# Lloyd's reaches deal to end US action

By Ralph Atkins,  
Insurance Correspondent

Lloyd's of London yesterday all but removed the biggest obstacle facing its recovery plan by striking an outline deal to end legal action brought by US state securities regulators.

The agreement requires Lloyd's to find up to £40m (£82m) extra to help US Names - a fifth of the sum it is seeking to collect from them to cover underwriting obligations. In return, the regulators would not take any action to derail implementation of the insurance market's recovery plan.

However, the US concessions will fuel demands from hard-line Names in the UK for extra help and are unlikely to prevent some of the most angry US Names continuing legal action.

The US deal improves further the chances of Lloyd's marking a dramatic comeback.

## Racing circuit aims for expansion

By John Griffiths in London

Silverstone, the circuit that has been synonymous with British motor racing for decades, could reinforce its claim to be the centre of the £1.5bn (£3bn) racing industry if an ambitious expansion plan goes ahead.

The British Racing Drivers Club, the owner of the site, wants to create a "technology village" for both the UK's world-beating motor sport industry and mainstream carmakers.

Silverstone Circuits, the company which operates the existing 800-acre Northamptonshire complex as a wholly owned subsidiary of the BRDC, has applied to local authorities in Northamptonshire and Buckinghamshire for permission to extend existing industrial units into a 50-acre technology park.

While the planning process is expected to take several months, the authorities are supporting the venture in principle - mainly based on its potential to create hundreds of jobs, with their multiplier effect in the surrounding economy. Silverstone already employs 400 people.

## Influential Names group decides to back recovery plan

Leaders of a group representing nearly a quarter of litigating Lloyd's of London Names yesterday swung behind the insurance market's recovery plan, providing another boost to its chances of success, Ralph Atkins writes.

Mr Michael Deeny, the chairman of the 3,063-strong Goode Walker action group, said the deal represented "a very considerable victory" for his members who had been victims of appalling negligence.

Group members expect to receive £25.4m (£51.3m) for losses on Goode Walker action group syndicates - 97 per cent of

total losses - and more than a £1bn, or 74 per cent, in respect of losses incurred across all Lloyd's syndicates. Names are individuals whose assets have traditionally supported the insurance market.

The action group's backing came as Lloyd's prepared to unveil figures today showing the market, after losses of more than £25bn, had bounced back with a profit of more than £1bn in 1995. Lloyd's reports three years in arrears.

On Monday, Lloyd's hopes at its annual meeting in London to win strong support for measures to finance the recovery plan.

The action group's recommendation is important because it represents some of the biggest losers from whom Lloyd's needs to collect outstanding debts and persuade to drop litigation.

Lloyd's last settlement offer, worth £300m, failed largely because it was rejected by Goode Walker Names.

"We are actually being offered more than we can be confident of recovering through the courts," Mr Deeny said.

The Goode Walker group will meet on July 30 to seek members' approval for settling their litigation.

after losses of more than £3bn in recent years, by winning sufficient support for the recovery plan by the August 28 deadline.

The plan includes a £1.1bn out-of-court settlement for loss-making and litigating Names, individuals whose assets have traditionally supported

Lloyd's. The £1.1bn will help offset the cost of drawing a line under Names' affairs at Lloyd's. In return Names would have to drop litigation rights.

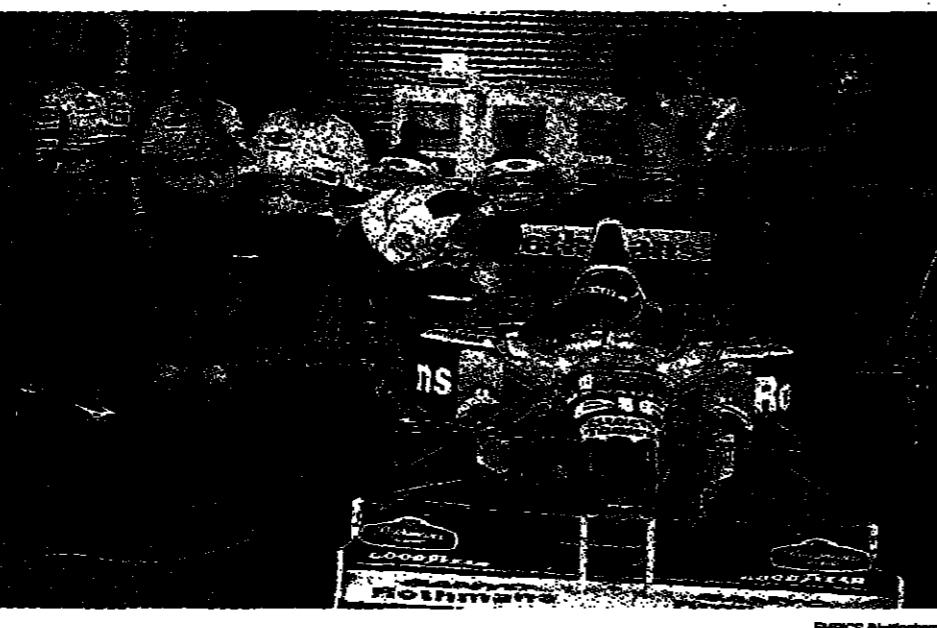
The US deal is a particular relief for Lloyd's because the state regulators could have prevented Names from taking

part in the recovery plan, vital to securing the market's future. The regulators also could have scuppered the plan completely by freezing assets held by Lloyd's in the US to support local underwriting.

Mr David Rowland, Lloyd's chairman, said the deal "removes the final significant

obstacle to the resolution of our past problems".

The agreement was reached with a negotiating committee set up by the North American Securities Administrators Association (NASAA) after a series of allegations that Lloyd's was mis-selling investment in the market.



Steering group: leading UK driver Damon Hill (extreme left) with the Williams team at Silverstone

Silverstone Circuits has also begun negotiations to buy a 400-acre site, adjoining the circuit, which contains two golf courses and on which there is existing planning permission for a 150-bedroom hotel.

The main Silverstone complex is already the subject of a £15m investment programme that in the past two years has seen the introduction of a conference hall and indoor and outdoor exhibition facilities, as well as the upgrading of spectator facilities.

By the end of the year, Silverstone Circuits intends to have the framework for a 1,200-acre complex, drawing together many of the small companies that have turned UK motor sport into what Mr Tim Eggar, the industry minister, described in the run-up to Sunday's Silverstone Grand Prix as a £1.3bn "flagship" British industry employing 50,000.

As part of its campaign to improve UK business competitiveness, the Department of Trade and Industry is looking "urgently" at initiatives to spread the motor sport industry's culture more widely "to make winners out of more and more British firms in industry at large", according to Mr Eggar. The technology centre

may take longer to establish than in normal commercial conditions because the BRDC's constitution debars borrowing and construction must be financed out of income. However, that has not prevented a total of £88m being spent or invested locally in the past decade, from receipts totalling £104m.

Last year the club turned over £18.7m and declared a pre-tax profit of £1.2m - derived mostly from the Grand Prix and from the 40,000 or more people who attended Silverstone's various motor racing, rallying and young drivers' courses last year.

Employers fear that a forthcoming European court judgement could lead to a big extension in Britain and the rest of the European Union of social legislation.

The ruling will be over the UK government's legal challenge to the EU working time directive on hours, holidays, rest breaks and nightwork.

Employers' concern emerged yesterday when Mr Zygmunt Tyszkiewicz - president of the European employers' commission, said in Dublin that he feared the forthcoming court judgement could pave the way for a radical increase in social legislation for employees and trade unions.

The judgment - now expected in September - will decide if the directive is lawful. Under EU law a unanimous vote of member states is required for the introduction of any social measures unless they concern health and safety issues, when a qualified majority is needed.

The UK said that laws on working time are not covered by health and safety criteria. But employers fear the court may back last March's verdict

that the deal has to be agreed with individual states by late Saturday but Lloyd's is confident of winning approval from a large majority. The £40m extra Lloyd's has agreed to pay if all US states accept would be allocated to Names by the NASAA committee.

Lloyd's is braced for demands from other Names

that they should also have special privileges - particularly those who have paid losses and resent seeing others being bailed out. But among moderate lossmaking Names' leaders, reaction last night to the US deal was positive.

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## ARTS

## Beauty and the beast

Richard Fairman catches up on the Verdi Festival at Covent Garden

**T**he last events of this year's Verdi festival at the Royal Opera are now underway, so a progress report may be in order. It has been a mixed year: the only real success was the French *Don Carlos*, shared with opera-houses in France and Belgium, which threw a new and valuable light on one of Verdi's most important works - the sort of exercise a festival like this is all about.

The rest of the programme has been a series of greater or lesser disappointments. The one new home-grown staging was *Giovanna d'Arco*, which divided opinion without causing much in the way of either controversy or excitement. What should have been a welcome rare production of *Il Corsaro* fell victim to budgetary belt-tightening, turning into concert performances of decidedly slim musical interest. That left a single concert performance of the still rarer *Azio* and a revival of *La traviata* this week to make up lost ground.

Verdi was a better judge of his work than most composers and in later years he described *Azio* as

"proprio brutta" (downright ugly). These days we are so keen to search out any hidden moments of beauty in his output that even *Azio* gets a hearing, but overall there seems little reason to disagree with his low opinion of it. *Perdoni, "Azio"* is not quite the word. The problem with *Azio* is more that Verdi is going through the motions without revealing any specific interest in either the plot or the characters.

As so often in his early operas, the background to the story involves an oppressed people, enabling Verdi to write the fiery music that roused the spirit of his patriotic audience in the 1840s. Mark Elder and the Orchestra of the Age of Enlightenment made a splendid job of it, getting the sparks to fly without merely driving the music hard. Their partnership was the success of last year's festival and it is good to see the Royal Opera learning from that and drawing them further into the festival's plans.

They have brought Verdi on original instruments into the Royal Opera House, but we do not yet have original voices (a more prob-

lematical concept). The cast for *Azio* was hearty and only intermittently stylish. Alexandru Agache, who sang Gusmano, has a huge baritone and impressive breath control, but does not use them to go the next step and create expressively-shaped vocal lines.

**K**arin Ikaia-Purdy had the best aria at the tenor Zamoro and sang it with straightforward confidence. As Azio, Veronico Villarcel was more complex, a sentient stylist in a rather arty way, whose soprano cut through the air with a powerful edge. Her curtain-call was a little operatic *scena* all on its own.

The revival of *La traviata* is coming round double cast. While the opera world's lovebirds - Angela Gheorghiu and Roberto Alagna - are singing four performances, the Royal Opera is interleaving a further four performances with an equally youthful second eleven. Elena Kelessidi is a Violetta of modest vocal means. Her soprano is shallow and quavering with a fast

vibrato, barely strong enough one might think to carry, but she makes the very most of what she has. By the end she has become extremely touching, not least because she sings as though her heart is in every line.

Vincenzo La Scola's Alfredo is her opposite number in every sense, strong on vocal projection, but lacking romantic appeal. Dmitry Hvorostovsky, playing the youngest old Germont pera one is likely to see, sang with his customary beauty of tone and long, arching lines, although his mellowness never sounds very Italianate. Simone Young dispatches the opera with little comment in the pit.

Next year's Verdi festival looks as though it may manage to cobble together a decent programme despite the Royal Opera's financial problems, but what of the next two years, when the house is closed? This is too important a project to be left to flounder in the interim.

*Azio* will be broadcast on BBC Radio 3 on July 16; further performances of *La traviata* until July 19.



Alastair Muir  
Elena Kelessidi as Violetta in the latest 'Traviata' revival



Clichéd love duet: Iain Glen as the false Martin with Juliette Caton as his supposed wife, Bertrande

## Dance/Clement Crisp

### Glacial account of a tragic ballet

**D**espite the changes that have befallen it in 70 years - maybe because of them - the Rambert company remains custodian of a grand creative tradition. The adventurous was - given sixpence in the coffers - its choreographic goal. Even in the darkest days of touring *Coppélia* round sullen provincial theatres, there was always the knowledge that, with a bit of cash encouragement, the company could put on good new work, and also revive pieces from its repertoire that were a reminder of great things that had been done in the past.

I suppose that much of the Rambert ancestral silver is now impossible to put on display, though there are important works by Frank Stark, Andree Howard, Walter Gore, Ashton, that ought to be revived by some company or other as testimony to marvels that were achieved in England in the 1930s and '40s. Anthony Tudor's ballets are a special case. *Jardin aux lilas* and *Dark Elegies* are among the strongest genetic strains in the Rambert identity. Other companies dance them - usually on stages too large and with artists too small - but they are quintessential Rambert creations, and it was happy news that the new Rambert Dance was to restore *Elegies* for this Coliseum season.

Alas, the revival is misjudged in every way. I never saw the original and stellar 1937 cast - Maude Lloyd, Peggy van Praagh, Agnes de Mille, Hugh Laing and Tudor. They were dancers of intense physical presence, profound artistry. I knew the new Rambert generation, and their dedication (and an afterglow from the roles' creators) told me much about the style and power of a ballet which deals with the grief of young parents on the death of their children.

Its subject is all too pertinent today, not only because of the Dumbarton abomination, but in tragedies from Boemia to the Congo. It might be remote as the moon of Jupiter to judge by the glacial account given by Rambert on Wednesday night. The Nadia Boulanger set looked murky. The score sounded lethargic - like the dance, it lacked a sus-

tained pulse - and the baritone soloist (Nathan Berg) was sometimes inaudible. The cast were careful, reverential, dull. The text was no less careful, reverential and dull.

Though some companies have played *Elegies* on large stages, it is most communicative, most heart-searing (and it can touch the heart as few other ballets I know) when focused in a small area. During the last war, Rambert - with some trepidation - performed it in canteens, factories, as well as theatres. Against all expectations the public, who might be thought to be sated with grief, found comfort and a sense of release in the dance. The

*Rambert's revival of Anthony Tudor's 'Dark Elegies' is misjudged*

present cast are not without expressive skill, but they seem unable to let their emotions colour Tudor's very exact language. The choreography is dispersed like smoke in the Coliseum. The ballet is not lived in.

Christopher Bruce's *Rooster* which ended the evening with its Rolling Stones songs and strutting chaps is still wonderfully alive, and danced to the very hit. It is a huge popular success, deservedly so, and Fabrice Serafini, whizzing through it like a bolt of lightning, is a marvel. Bruce's new *Quicksilver* began this second programme as a tribute to Marie Rambert and her progeny. It is set to extracts from Michael Nyman's score for the film *The Piano*. This is the most fearsome tosh - Stephen Lade, so admirable the night before playing Mozart, deserves danger money for having to soil his fingers with it - and it begins dull action. The choreography is well-intentioned, and everyone dances splendidly. I was bored to sobs by the whole thing, and kept asking myself how anything about Miss Rambert could be so soppy.

*Quicksilver* is sponsored by Manchester Airport.

## Cheltenham

## New music without tears

**T**his year's Cheltenham International Festival of Music got underway at the weekend. When, exactly, did it become "International"? I cannot remember; but the composer Michael Berkeley's new regime (he became its artistic director last year) gives the adjective full value. In the current season Russians are favoured, both performers and composers - some of them fascinating rediscoveries from the early part of this century, along with their living compatriots.

And there are 26 premieres! From his arrival Berkeley insisted that every programme should include something by a living composer, which has revived the old festival's ambitions to robust effect. The modern works are cannily placed in the most hospitable musical surroundings; nobody is frightened, and often they are delighted.

But presenting so many first performances, and not of mere "workshop" pieces - some commissioned by the festival itself, some from elsewhere - does immense credit to Berkeley's evangelistic drive. Cheltenham is becoming for (relatively) "conservative" new music what the Huddersfield Festival is for the (relatively) "radical" stuff. Just the focus that we and the composers need; long may they thrive.

**O**n Saturday we had the premiere of a concise two-act opera by John Woolrich and Marina Warner, *In the House of Crossed Desires*, jointly commissioned by the festival and Music Theatre Wales, who performed it. Miss Warner talks a teasing tale in the manner of Apuleius's *The Golden Ass* (with a *de ex machina* cop-out at the end), and entrusts it to a kind of feminist *commedia dell'arte* troupe, four women singing six roles of both sexes. Woolrich, whose viola concerto I admired here a year ago, has set it to spare, simple music, with a slender ensemble of piano, clarinet, trombone, bass and percussion.

He has found just the right tone for the piece: pawkily temperate and winsome, even-tempered with only the slightest hints of malice, and the instrumentation is puritanically plain. Though the music is based on a 12-note row or two, the dissonance-level is low; it even licenses some fulsome duetting in thirds and sixths. On the other hand, the pace is too temperate even by half. The recitations, which include some of Warner's neatest lines, chug along in their crotches and quavers to infinity, with minimal gear-changes.

Without extra stage-business, that did become wearisome and some of the audience fell to studying the programme-book instead. Eventually the net effect was disarmingly enough, with agreeable performances by all the quartet (especially Debra Stuart and Susan Gorton), and many unemphatic subtleties; but it wanted a real heartbeat and a livelier pulse.

Next morning, the excellent Nash Ensemble concert in the Pittville Pump Room featured a Simon Bainbridge premiere: four Primo Levi poems set for mezzo-soprano - Susan Bickley, objective but sympathetic. Though they made rather flat music, the shapeless lines and the darkly luminous colours Bainbridge drew from clarinet, viola and piano left a strong impression. The pianist Ian Brown also delivered an earily Chaconne by Sofia Gubaidulina, which packed a lot of vigorous drama into its brief span.

David Murray

## A clangor of a doppelgänger

Alastair Macaulay reviews the musical 'Martin Guerre'

**M**uch is dismaying about the modern blockbuster musical, but nothing more so than its cheap reduction of humanity. Whether the musical is in the morbid-grandiose vein favoured by Lloyd Webber or in the crass-idealistic vein of Boublil & Schönberg, the result is both bludgeoning and trite: formulaic, mannered, repetitive. The infinite gradations of the human spirit - once so wittily released and displayed in many musicals from *Show Boat* to *Guys and Dolls* - become monolithic.

*Martin Guerre*, the latest Boublil & Schönberg musical being presented in the West End by Cameron Mackintosh, opened last Wednesday, with advance takings at the box office that are rumoured to be around £2m. It is, of course, trash, (nobody can have been expecting a work of art from the stable that

produced *Les Mis* and *Miss Saigon*), but it is, you may ask, enjoyable? One can cherish, after all, such fabulous bits of trash as *Flash Gordon* or *The Prisoner of Zenda* more than one loves certain indistinctly fine works of high art.

But *Martin Guerre* is a bore, and a surprisingly inefficient bore. It fails to tell its story clearly, it has a terrible dearth of tingle-inducing big numbers, and it abounds in cliché and mannerism.

The mannerism that may well get most on your nerves after an hour or two is metric. Boublil & Schönberg, using here English lyrics by Edward Hardy, trot out all the early syllables of a phrase with even stresses, often on a monotone or something close, before clouting us with the final syllable or two. The supposed "Martin Guerre" sings, for example, to his uncle, "I'm-a-protector".

It is impossible to give a good performance in material like this. The waste of handsome, likeable Iain Glen (playing the false Martin) in this quagmire is the most depressing feature of the show, and it is a nasty shock to see a good actress like Sheila Reid playing one of the three village crones. As Martin's supposed wife Bertrande,

*Proud*. And the villagers - when the new Martin Guerre returns after seven years away at war - sing: "It's-a-mazing-how-he's-Al-Tered".

Then there are the problems that Act One tells its story clumsily, and Act Two makes its points pretentiously ("The-imp-ost-ors-are-Here"). Too bad, for *Martin Guerre* touches on the deeply stirring notion of the *doppelgänger* who is (or here becomes) a purer, better self - the romantic notion that is, in fact, so intoxicating in *The Prisoner of Zenda* (and *Tale of Two Cities*).

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Juliette Caton sounds constantly plaintive, and frequently sings under the note.

The director, and co-adaptor, is Declan Donnellan. The only features of the production that bear any resemblance to his important work with *Chess* by Jowl are the worst ones. There is too much rushing to the front of the stage and gesturing, and much too much choreographed "expressive" ensembe stamping. The way that Bertrande and the fake Martin fall in love, she on the right, he on the left, gradually coming together to meet on the centre-line, is the kind of cliché I never would have imagined seeing in a Donnellan production. Their love duet, "All I Know," is, alas, as dull as anything else. "I Love You So. And-the-love-of-you-is-All-Il-En,"

Et No.

Prince Edward Theatre, W1.

restoration and includes furniture, porcelain, textile and goldsmith's art; to July 28

## BIRMINGHAM CONCERT

Symphony Hall Tel: 44-121-2020000  
● City of Birmingham Symphony Orchestra; with conductor Sakari Oramo and guitarist Nicola Hall. Performances by Ravel, Rodrigo and Berlioz; 7pm; Jul 13

## CHICAGO EXHIBITION

Art Institute of Chicago Tel: 1-312-4433800  
● Alone in a Crowd: Prints by 40 African-American artists of the 1930s-1940s from the collection of Reba and Dave Williams, exploring the artists' contribution to printmaking and offering a view of African-American life during the period; to Jul 14

## DUBLIN CONCERT

National Concert Hall - Geólfána Náisiúnta Tel: 353-1-6711888  
● '96 String Along: Roy Holmes and Richard Jenkins; the pianist and cellist perform works by Mozart, Buxtehude and Chopin; 8pm; Jul 15

## LONDON CONCERT

Barbican Hall Tel: 44-171-6384141  
● La Damnation de Faust by Berlioz. Performed by the London Symphony Orchestra with conductor Kent Nagano, mezzo-soprano Susan

edad de oro", the exhibition focuses on work by people who inspired Buhler or were themselves inspired by his work and features 500 works, including paintings, drawings, sculpture, books and photographs; from Jul 16 to Oct 14

## MUNICH EXHIBITION

Nationaltheater Tel: 49-89-21851200  
● Idomeneo by Mozart. Performed by the Bayerische Staatsoper and conducted by Peter Schneider. Part of the Münchner Opern-Festspiele; 7pm; Jul 14

## NEW YORK CONCERT

Avery Fisher Hall Tel: 1-212-875-5030  
● L'Amour et le Jeu by Georges Bizet. The violinist and pianist perform works by Mozart and Corigliano. Part of the Mostly Mozart Festival; 8pm; Jul 12, 13

## EXHIBITION

Brooklyn Museum Tel: 1-718-538-5000  
● Converging Cultures: Art & Identity in Spanish America: more than 250 objects, ranging from large architectural pieces and furniture to

Peruvian textiles, Mexican manuscripts, and Spanish colonial pieces of jewellery, focusing on the two Spanish viceroys of New Spain (Mexico) and Peru; to Jul 14

## PARIS EXHIBITION

Musée du Louvre Tel: 33-1-40 20 50 50  
● François I par Clouet: Two portraits of François I in the Louvre collection. An attempt to answer the question of whether they were painted by Jean Clouet, son of François or brother Paul; to Aug 26

## ROMA CONCERT

Accademia Nazionale di Santa Cecilia Tel: 39-6-3611084  
● John Bayless: the pianist performs works by Gershwin and Puccini; 8pm; Jul 15

## STUTTGART CONCERT

Staatsoper Stuttgart Tel: 49-711-202030

● Staatsorchester Stuttgart: with conductor Gabriele Ferro perform Weber's *Passacaglia*, Op. 1, 6 Stücke Op. 6 and 5 Stücke, Op. 10 and R. Strauss' *Eine Alpensinfonie*, Op. 64; 11am; Jul 14, 15 (8pm)

## THE HAGUE EXHIBITION

Haags Gemeentemuseum Tel: 31-70-3381111  
● Van Monet to Matisse, Frans Meesters uit het Poesjkin Museum in Moskou; 60 French paintings from

the collection of the Pushkin Museum in Moscow, dated between 1870 and 1912 and ranging from Impressionism and Post-Impressionism to Fauvism and early Cubism. Artists include Monet, Cézanne, Gauguin, Picasso and Matisse; from Jul 13 to Oct 13

## JAZZ &amp; BLUES

Nederlandse Congresgebouw Tel: 31-70-352034

● North Sea Jazz Festival: festival highlights on Jul 13 and 14 include performances by Jean "Toots" Thielemans and Bert van den Brink, Oscar Peterson, Van Morrison, Little Richard, Isaac Hayes, Al Jarreau (Jul 13), Ray Brown and Betty Carter and her Trio (Jul 14); Jul 13, 14

## WASHINGTON EXHIBITION

## COMMENT &amp; ANALYSIS

Philip Stephens

## Conspiracy of silence

The decision on a single currency is of momentous significance but politicians on both sides are keeping the public in the dark

John Major and Tony Blair have chanced upon a convenient collusion. They hope to sustain it through the general election campaign. It concerns the most important decision the British government will face during the next parliament. Some might call it a conspiracy of silence. The only losers are the voters.

The issues they propose to dodge is the European Union's plan for a single currency. More specifically, it is whether Britain will join. You do not have to be partisan in the debate to agree that this is an issue of momentous economic and political significance. The answer will shape the nation's destiny.

Consider what the two main parties intend to say to the electorate in advance of that decision. To paraphrase: it is too distant a prospect for us to have a firm policy; there are too many imponderables; it is all very complicated; it might not even happen; we will have a referendum or, in Labour's case, a referendum or another general election.

Putting it politely, this is telling less than the whole truth. Economic and monetary union can no longer be pushed into a dim, distant future. The winner at the election, whether Mr Major or Mr Blair, may have to make up his mind almost as soon as the votes are counted.

We cannot be certain, of course, that Germany and France will meet the deadline to merge their currencies by January 1 1999. On present plans the final decision will be deferred until the spring of 1998. There could yet be a postponement.

But the presumption of responsible politicians must be that the project will proceed on schedule, that the political will in Bonn and Paris will overcome the economic obstacles. In that case, the occupant of 10 Downing Street may need to decide sterling's fate within months of the election.

Let me explain. The precise timetable is a complicated

equation. But since it has been the subject of much obfuscation, it is worth spelling out in some detail.

Mr Major expects to call the election in May 1997. A strict reading of the Maastricht treaty and of the protocol enshrining the British opt-out suggests that the incoming prime minister would have until January 1998 to choose whether to participate in Emu. A more liberal interpretation would stretch that timetable to March of the same year. The latest, theoretically possible, deadline would be June 30 1998.

But the provisions of the treaty tell only half the story. Even if Britain meets the criteria for economic convergence, the government would be obliged to jump several domestic hurdles before it could go ahead.

The first is an almost forgotten provision in the Maastricht Act. It specifies that before Britain notifies its intention to join a single currency, it is required to pass another act of parliament. No one can pretend that would be easy. It would also be just the start.

Being in the first wave of Emu would require at least three, and possibly four other pieces of legislation during the first session of the new parliament. A bill would be needed to give independence to the Bank of England. The

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That's the cruel memory of sterling's departure from the exchange rate mechanism is etched on Mr Major's soul. More than once recently I have been told by cabinet colleagues that the prime minister says that, left to himself, he would rule out the possibility for the lifetime of the next parliament. The Eurosceptics - inside and outside the cabinet - are even now planning an autumn campaign to force Mr Major to do just that.

But he cannot do so without seeing Kenneth Clarke and Michael Heseltine quit the

deadline for enactment would be July 1 1998. A law would be required to change the arrangements under which the government funds its borrowing requirement. Yet

Mr Clarke might well accept that Britain should stand aside initially. It could join later. The chancellor has said as much many times in public.

But if Mr Major were to rule out participation for the lifetime of a parliament he would in effect be closing the door indefinitely. The Conservatives could not fight the 1997 election in defence of the pound and then propose to abolish it a few years later. So, for pro-European Tories keeping the option open is an article of faith. The prime minister is left with fudge.

Mr Blair's position is different. Temperamentally, he shares the view of most pro-European pragmatists that, if a single currency is made to work, Britain cannot stand aside. Gordon Brown, the shadow chancellor, is a powerful proponent of the economic case, partly because he wants to reassure the financial markets before the election. A well-timed decision to scrap the pound could also split the Conservatives irreversibly.

But there are divisions too within Labour. Mr Blair knows that if he chose to be among Emu's front-runners the issue would swamp the first two years of his premiership. Nothing else would count. And he too remembers what the ERM did to Mr Major. So his present view remains that Britain would much more realistically join later, towards the end of the next, or the beginning of the following parliament.

So you see now the purpose of the collusion. I suppose we should not be surprised that Mr Major and Mr Blair have chosen to cloak their different dilemmas in the language of pragmatism. Perhaps it is naive to expect them to consult the voters in anything but the most superficial of terms. But this is a big issue. The convenience of the politicians should not be allowed to displace serious debate.

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Mr Blair's position is different. Temperamentally, he shares the view of most pro-European pragmatists that, if a single currency is made to work, Britain cannot stand aside. Gordon Brown, the shadow chancellor, is a powerful proponent of the economic case, partly because he wants to reassure the financial markets before the election. A well-timed decision to scrap the pound could also split the Conservatives irreversibly.

But there are divisions too within Labour. Mr Blair knows that if he chose to be among Emu's front-runners the issue would swamp the first two years of his premiership. Nothing else would count. And he too remembers what the ERM did to Mr Major. So his present view remains that Britain would much more realistically join later, towards the end of the next, or the beginning of the following parliament.

So you see now the purpose of the collusion. I suppose we should not be surprised that Mr Major and Mr Blair have chosen to cloak their different dilemmas in the language of pragmatism. Perhaps it is naive to expect them to consult the voters in anything but the most superficial of terms. But this is a big issue. The convenience of the politicians should not be allowed to displace serious debate.

Let me explain. The precise timetable is a complicated

equation. But since it has been the subject of much obfuscation, it is worth spelling out in some detail.

Mr Major expects to call the election in May 1997. A strict reading of the Maastricht treaty and of the protocol enshrining the British opt-out suggests that the incoming prime minister would have until January 1998 to choose whether to participate in Emu. A more liberal interpretation would stretch that timetable to March of the same year. The latest, theoretically possible, deadline would be June 30 1998.

But the provisions of the treaty tell only half the story. Even if Britain meets the criteria for economic convergence, the government would be obliged to jump several domestic hurdles before it could go ahead.

The first is an almost forgotten provision in the Maastricht Act. It specifies that before Britain notifies its intention to join a single currency, it is required to pass another act of parliament. No one can pretend that would be easy. It would also be just the start.

Being in the first wave of Emu would require at least three, and possibly four other pieces of legislation during the first session of the new parliament. A bill would be needed to give independence to the Bank of England. The

The winner at the general election, whether it is

Mr Major or Mr Blair, may have to make up his mind almost as soon as the votes are counted

That's the cruel memory of sterling's departure from the exchange rate mechanism is etched on Mr Major's soul. More than once recently I have been told by cabinet colleagues that the prime minister says that, left to himself, he would rule out the possibility for the lifetime of the next parliament. The Eurosceptics - inside and outside the cabinet - are even now planning an autumn campaign to force Mr Major to do just that.

But he cannot do so without seeing Kenneth Clarke and Michael Heseltine quit the

deadline for enactment would be July 1 1998. A law would be required to change the arrangements under which the government funds its borrowing requirement. Yet

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## COMMENT &amp; ANALYSIS

**Birthpangs of a colossus**

**Stefan Wagstyl and Neil Buckley** on the latest attempt to create a legal structure for European companies operating throughout the EU

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Friday July 12 1996

**The long arm of America**

The US threat to deny entry to executives and shareholders of Sherritt International, a Canadian mining company accused of infringing the newly enacted Helms-Burton law, would be enough on its own to warrant an international outcry. However, the incident is only one – and by no means the most disturbing – manifestation of a US policy trend, to which other governments need to give a firm and vigorous response. The exact form of that response will depend on whether President Bill Clinton decides next week to waive Title Three of Helms-Burton, which authorises private US court cases against foreign companies and others "trafficking" in confiscated Cuban assets. His refusal to do so could unleash an uncontrollable flood of litigation which would imperil the property rights of foreign investors in the US and jeopardise relations with trusted allies.

In that event, it would be imperative for the European Union, as the world's largest trading power, to present a united front. At the least, it should challenge the legality of the US legislation in the World Trade Organisation. It should also plan graduated retaliation while ensuring it complies with WTO rules. Among the options are stricter visa and work permit rules for US executives visiting Europe; legislation entitling European companies to counter-sue US-owned companies for damages awarded by US courts; and trade sanctions in sectors such as aviation and telecommunications.

**Long Term trend**

It is always rash to assume that change can happen suddenly or quickly in a country such as Japan, but yesterday's announcement that Long Term Credit Bank is preparing to sell some of its corporate equity holdings could turn out to be a defining moment in Japan's financial history.

If other banks follow suit, a trend would begin that would lead to the unwinding of the complex cross-shareholdings that have underpinned Japan's post-war development. That would be welcome because Japan is ready for a more open financial structure.

Bankers should be concerned with banking, not with owning chunks of other industries. Deutsche Bank has found with Metallgesellschaft and KHD that the experience can be costly. Japanese banks have had fewer industrial upsets but their corporate holdings have tied up capital for a pretty poor return.

Moreover, the practice has led banks to rely excessively on unrealised capital gains to bolster their capital base. Their true position is not transparent and capital fluctuates with movements in the stock market. That would change if corporate holdings were sold off and capital gains realised.

Banks would then be able to deploy their capital more efficiently. There would also be increased competition. With fewer captive customers, banks would jostle for business and companies could choose the best deal.

**French judges**

Top people in France are not more corrupt than their peers in other western countries, but of late quite a number of them seem to be visiting the penitentiary.

France's railways are now run from the Santé prison, where their chief executive, Léopold Le Floch-Prigent, is being interrogated about alleged abuses in his previous job. Alain Carignon, the former Gaullist cabinet minister convicted for fraud, had his jail sentence increased this week by an appeal court, while a former Socialist minister, Bernard Tapie, is almost certain to go to prison.

Behind this crackdown on corruption lies a fierce struggle between politicians and judges. It was the French philosopher, Montesquieu who first identified the separation of powers – executive, legislative and judiciary – as an essential ingredient of political freedom. But the principle has never been fully applied in France, any more than in England (where Montesquieu believed he had discovered it).

In both countries, the executive has retained a degree of control over the judiciary, because it appoints the judges. But governments know they must promote judges who command the respect of their peers. In France, a constitutional reform of 1986 requires the president to appoint judges on the proposition of the Higher Council of Magistrates.

But that reform has left the way open for much conflict. Judges are

The European Union is edging closer towards tackling one of the oldest and thorniest issues on its agenda – allowing multinationals to create European companies to replace the multiplicity of national holding companies in the 15 member states.

At first glance, nothing would seem more logical than allowing multinationals to operate freely across borders in the EU. They would avoid the complex tangle of national corporate laws and bring the much-vaunted single market a step closer to reality.

In place of PLCs, SAs, NVs, GmbHs and AGs – along with national boards and layers of national management – there would be a single *Societas Europaea*, or SE. The European Commission estimates the savings in discarded red tape could reach \$30bn.

The European company is easier to create on paper than in practice. The Commission has been promoting the concept of the European company statute for 25 years. Successive presidents have put it on to their agendas, only to see it founder on arguments between the member states over matters such as workers' rights.

However, the supporters of the European company believe their day might soon come. The latest push has come from European business leaders who have added their weight to the long-standing enthusiasts in the Commission.

They include Sir David Simon, the chairman of British Petroleum, Mr Percy Barnevik, chief executive of ABB, the Swiss-Swedish engineering combine, and Mr Berndt Pischetsrieder, chairman of BMW, the German motor manufacturer. The campaign has backing from US companies in Europe, including Eastman Kodak, the film manufacturer, and Dupont, the chemicals group.

Mr Nils Trampe, director of social affairs at Unice, the European employers' federation that has lobbied in favour of the statute, says an agreement this year would be "beautiful". "It is just too bad that something so important for European companies and competitiveness has been held up for so many years," he says.

Unice believes the European company statute is the logical extension of the EU's single market. Company law directives dating back to 1980 already set down guidelines for disclosure, shareholders' rights and the preparation of annual reports.

More broadly, supporters of the European company statute argue it will enable businesses to respond better to the pressures for economic globalisation, particularly in competing with American groups, which benefit from the US's more integrated legal structure. As BP says: "We want to operate here as Exxon and Amoco do in the US."

But business does not speak with a single voice. While the German Federation of Industries (BDI) says it supports the European company statute, the Confederation of British Industry says its members are "lukewarm". In France, the Patronat, the employers' body, says it has more important issues on its plate. Even multinationals are not united in supporting new EU company laws. Many companies argue that business is best served by the efforts to harmonise international rules for company behaviour through bodies such as the International Accounting Standards Committee.

Sir Colin Marshall, chairman of British Airways, said in a speech at an international corporate govern-



ance conference last month that pursuing harmonisation through international – not regional – co-operation was the right way forward. "I believe we should have a two-tier governance system, one at a national level and the other international. The EU, for instance, should not be searching for EU-specific governance rules, but putting forward Europe's case for global practices and guidelines."

The Commission believes international harmonisation of rules goes hand in hand with closer integration within the EU, including the European company statute. However, its real battle is not with dissenting business voices but with member governments.

The Commission's proposals would allow any public limited company with a subsidiary in another EU state for at least two years to transform itself into a European company. Networks of national companies could merge or set up a European holding company.

What holds up agreement is that companies do not exist in isolation but are embedded in the social life of countries. As Mr Charles Letham, a CBI official, says: "Companies are cultural creations. There are differences of approach between countries which are pretty fundamental."

Chief among these are divisions over the proposed statute's provisions on worker information and consultation. Germany, at one end of the spec-

trum, insists there must be comprehensive rights.

Some observers say a possible, if not wholly satisfactory, compromise might be for ministers to drop the requirement to consult workers and allow the statute to proceed, and participants in management.

The UK, at the other end, rejects compulsion even on worker consultation. Its opt-out from the Maastricht treaty's social chapter exempts it from existing EU legislation on the issue – the controversial European Works Council Directive.

The directive obliges multinational groups with more than 1,000 employees to set up bodies for informing and consulting workers.

The latest attempt to break the impasse dates started in November.

Mr Padraig Flynn, social affairs commissioner, working with Mr Mario Monti, single market commissioner, proposed removing the worker consultation clauses from the legislation and putting them into a separate framework.

Recently, however, efforts to push the statute through have been given new impetus by Mr Jacques Santer, the Commission president, who named it in a list of priority measures in his "confidence pact" to reduce unemployment. He set a target of this December for ministerial agreement – included in the official conclusions of last month's Florence summit of EU leaders.

"There is now a window of opportunity," says one Commission official working on the dossier. Social affairs and internal market ministers will renew attempts to sort out their differences at meetings in Sep-

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